

SHOULD THERE BE AN AUSTRALIAN ARMY ASSOCIATION?

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Command and General Staff College in partial
fulfillment of the requirements for the
degree

MASTER OF MILITARY ART AND SCIENCE
General Studies

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The opinions and conclusions expressed herein are those of the student author and do not necessarily represent the views of the US Army Command and General Staff College or any other governmental agency. (References to this study should include the foregoing statement.)

ABSTRACT

SHOULD THERE BE AN AUSTRALIAN ARMY ASSOCIATION? by Lieutenant Colonel Marcus C. Fielding, Australian Army, 128 pages.

The purpose of this study was to determine whether an Australian Army Association (AAA) should be established.

This study determined that an AAA should be established in order to capitalize on a unique alignment of circumstances and to set the organization on a path for success in the future. An AAA should be established with the prime object to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army.

This study also determined that an AAA could also expend funds and become involved in a wide range of activities as the association matures and its membership base grows. It further determined that an AAA could have the following potential sources of income: individual subscriptions, corporate subscriptions, private donations, and the commercial sales of specialized merchandise. It also determined that a lifetime individual membership would be the preferred category of individual membership.

This study also determined that there was little reason for an AAA to become directly involved in the areas of advocacy on government policy, welfare advice and advocacy, or in discounted purchases.

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TABLE OF CONTENTS

	Page
MASTER OF MILITARY ART AND SCIENCE THESIS APPROVAL PAGE	ii
ABSTRACT.....	iii
ACKNOWLEDGMENTS	iv
ACRONYMS.....	vii
CHAPTER 1. INTRODUCTION	1
Background.....	1
Research Questions.....	3
Assumptions.....	3
Limitations	4
Delimitations.....	5
Definition of Terms.....	6
Significance of Study	7
Structure of Study	7
Summary	7
CHAPTER 2. LITERATURE REVIEW	10
Introduction.....	10
Why Do People Join Associations?	10
What Australian Laws Are Applicable to Associations?.....	18
Audit of Existing Associations	20
Summary and Conclusion	24
CHAPTER 3. RESEARCH METHODOLOGY	26
Introduction.....	26
Gathering Relevant Information	26
Analysis.....	27
Conclusion and Recommendations.....	28
Summary and Conclusion	28
CHAPTER 4. ANALYSIS.....	29
What Associations Related to the Australian Army Currently Existand on What Basis Do They Operate?	29
What Associationlike Organizations Related to the Australian Army Currently Exist and on What Basis Do They Operate?.....	36

What Associations Related to the United States, United Kingdom, and Canadian Armies Currently Exist and on What Basis Do They Operate?.....	39
What Purpose Would an AAA Serve?.....	44
What Benefits Should an AAA Offer Its Members and What Are the Potential Activities That an AAA Could Expend Funds on?.....	54
What Are the Potential Sources of Income for an AAA?	55
Should There Be an Australian Army Association?	58
Summary and Conclusion	59
 CHAPTER 5. CONCLUSION AND RECOMMENDATIONS	63
Introduction.....	63
Summary of Findings.....	63
Conclusion	65
Recommendations.....	65
 APPENDIX A. A SHORT HISTORY OF THE AUSTRALIAN ARMY	68
 APPENDIX B. SAMPLE INCORPORATED ASSOCIATION RULES	83
 APPENDIX C. AUDIT OF EXISTING ASSOCIATIONS	102
 BIBLIOGRAPHY	125
 INITIAL DISTRIBUTION LIST	126
 CERTIFICATION FOR MMAS DISTRIBUTION STATEMENT	127

ACRONYMS

AAA	Australian Army Association.
AABC	Australian Army Band Corps
ADA	Australian Defence Association
ADF	Australian Defence Force
AIF	Australian Imperial Force
ANZAC	Australian and New Zealand Army Corps
ArFFA	Armed Forces Federation of Australia
AUD	Australian Dollars
AUSA	Association of the United States Army
BAFF	British Armed Forces Federation
BCOF	British Commonwealth Occupation Forces
CAD	Canadian Dollars
CDA	Conference of Defence Associations
CGSC	Command and General Staff College
CMF	Citizen Military Forces
GBP	Great British Pound
INTERFET	International Force East Timor
MCA	Marine Corps Association
MCP	Malayan Communist Party
NPO	Nonprofit Organization
RAA	Royal Australian Artillery
RAAC	Royal Australian Armoured Corps
RAAF	Royal Australian Air Force

RAMSI	Regional Assistance Mission to Solomon Islands
RAN	Royal Australian Navy
RAR	Royal Australian Regiment
RCAC	Royal Canadian Armoured Corps
RCIC	Royal Canadian Infantry Corps
RCMP	Royal Canadian Mounted Police
RSL	Returned and Services League
RUSI	Royal United Services Institute
TPI	Totally and Permanently Incapacitated
UK	United Kingdom
UN	United Nations
UNAMET	United Nations Assistance Mission East Timor
UNTAC	United Nations Transitional Authority Cambodia
UNTAET	United Nations Transitional Administration in East Timor
UTBD	Unable to Be Determined
US	United States of America
USD	United States Dollars
VVAA	Vietnam Veterans Association of Australia
WWW	World Wide Web

CHAPTER 1

INTRODUCTION

Background

The Australian Army is one of the oldest and most well respected public institutions in Australia. Established on 1 March 1901, just two months after the formation of the Commonwealth of Australia, it has contributed to the defense of the nation and its interests for over a century. For those readers unfamiliar with the Australian Army, a short history is provided in appendix A, “A Short History of the Australian Army.”¹

Since its inception, millions of people have served in the ranks of the Australian Army. Those that are still alive continue to draw deep satisfaction and pride from their service to the nation. This is evidenced by the significant turnout at the annual ANZAC Day events where veterans have an opportunity to march in public, as well as the annual Remembrance Day ceremonies. The significant number of existing associations related to the Australian Army further evidences it.

An Australian Army Association (AAA) has never existed. Associations related to the Royal Australian Navy and Royal Australian Air Force have both existed since 1920.² The purpose of this study is to determine whether an AAA should be established. An association is a group of individuals who have voluntarily entered into an agreement to form a body in order to accomplish an agreed purpose.

While there is no AAA, a number of associations related to the Australian Army currently exists. A large proportion of these existing associations caters to veterans of

World War Two, the Korean War, and the Vietnam War. These associations provide a forum for social camaraderie, access to benefits and assistance with issues of common concern. As the members of these types of associations die, these associations will need to evolve their membership base or risk becoming unviable over time.

Other existing associations related to the Australian Army are based on subordinate organizations of the Army--typically corps and units.³ While the organization of the Australian Army has evolved over time, today it is organized into 22 different corps and approximately 110 different units.⁴ Similarly, these associations provide a forum for social camaraderie, access to benefits, and assistance with issues of common concern. For example, the Australian Intelligence Corps Association's aim is to foster camaraderie, esprit de corps, and sense of belonging within the Australian Intelligence Corps, by providing an entity for serving and for former members to take pride in the Corps and its members' achievements and to reach a greater understanding of their heritage, history, traditions, and customs.⁵ These types of associations will continue to have new potential members as long as the organization continues to exist within the Army.

The Australian Army today has 25,000 full-time and approximately 17,000 part-time members. The Australian Army will expand to 30,000 full-time members over the next six to eight years. Given the size of this potential membership pool, the establishment of an AAA would seem at first to be a viable venture.

However, given that attracting membership to associations is to some degree a competitive activity, it is also likely that an AAA will have to compete with the existing associations for members. Any competition between associations for membership

becomes a question of perceived value for its members. Those associations that provide greater perceived value are likely to attract a greater number of members. Are the existing associations related to the Australian Army providing a sufficient amount of benefits to their members, or is there scope for a new association? The question of whether there should be an AAA, therefore, warrants investigation.

Research Questions

The primary research question for this study is: Should there be an AAA?

The secondary research questions for this study are:

1. What associations related to the Australian Army currently exist, and on what basis do they operate?
2. What associationlike organizations related to the Australian Army currently exist and on what basis do they operate?
3. What associations related to the United States (US), United Kingdom (UK), and Canadian armies currently exist and on what basis do they operate?
4. What purpose would an AAA serve?
5. What are the potential sources of income for an AAA?
6. What benefits would an AAA generate for its members, and what are the potential activities that an AAA could expend funds on?

Assumptions

There are three assumptions relevant to this study. The first assumption is that the Australian Army will continue to exist as a distinct public institution for the foreseeable future. The Australian Army is a component of the Australian Defence Force (ADF).

There are no known proposals to reorganize the ADF such that the Australian Army loses its current institutional identity. Thus, for the foreseeable future there will continue to be people serving in the Australian Army that are potential future members of an AAA.

The second assumption is that the preponderance of potential AAA members will be people who have served in the Australian Army. This does not imply that membership of an AAA would necessarily be limited to persons who have served in the Australian Army, and different membership categories may be warranted.

The third assumption is that if individuals maintain their membership in an association, or an associationlike organization, then they perceive that they receive value or benefit from paying their subscription fees. Thus, there is a relationship between membership and perceived value.

Limitations

This study has four identified limitations. Firstly, in examining the existing associations, some may be reluctant to release information about their membership numbers. This may limit aspects of the audit of existing associations, but it is not expected to invalidate the study. If an association exists, it will be assumed that it has sufficient membership and income to be viable.

Secondly, it is difficult to measure an individual's perceived value from belonging to an association. Again, if a member of an association pays subscription fees it must be assumed that he or she is satisfied with the benefits provided by the association. An association that offers certain benefits to its members must periodically survey its members to ascertain which benefits they perceive the most value from. Those benefits

that are not perceived to offer value must be scrutinized with a view towards being withdrawn.

A third limitation is that the survey of existing associations will be conducted in August 2006. Any new associations established after this time will not be considered by the study.

A fourth limitation is that as a member of the Australian Army this thesis may be biased towards the establishment of an AAA. It will be necessary to ensure that this study remains objective and that this bias does not unduly influence the deductions drawn.

Delimitations

This study will neither undertake a detailed study of the financial viability of an AAA. If this study finds that an AAA should be established, then it will be necessary to conduct a subsequent detailed financial viability study which may include some form of a market survey of potential members.

Nor will this study will examine or propose in detail how to establish an AAA-- either practically or legally. In the event that this study finds that an AAA should be established, then this will be a matter for the individuals who take on that task.

Additionally, this study will not consider whether an Australian Army “foundation” should be established. A foundation is different from an association in that a foundation is a type of philanthropic nonprofit organization set up by either individuals or institutions as a legal entity (either as a corporation or trust) with the purpose of distributing grants to support causes in line with the goals of the foundation.⁶

Definition of Terms

There are two terms that require definition for the purposes of this study: association and nonprofit organization.⁷

Association. An association is a group of individuals who have voluntarily entered into an agreement to form a body in order to accomplish an agreed purpose. An association is a membership-based type of nonprofit organization. Most associations have some form of constituent or governing document or documents that regulate the way in which the organization meets and operates.⁸ Such an instrument is often called the organization's bylaws, regulations, or agreement of association.⁹ For the purpose of this study, volunteer organizations where the members are not required to pay for membership and are not bound by some form of constituent or governing document will not be considered as associations.

Nonprofit Organization. A nonprofit organization (NPO) is one that is not operating for the profit or pecuniary gain of its individual members, whether these gains would have been direct or indirect. This applies both while the organization is operating and when it winds up. Any profit made by the organization goes back into the operation of the organisation to carry out its purposes and is not distributed to any of its members. This does not mean that a NPO cannot employ a staff to conduct its activities. The Australian Taxation Office accepts an organization as nonprofit where its constituent or governing documents prevent it from distributing profits or assets for the benefit of particular people--both while it is operating and when it winds up. These documents should contain acceptable clauses showing the organization's nonprofit character. The

organization's actions must be consistent with this requirement.¹⁰ Other forms of NPO include foundations, trusts, charities, clubs, and societies.

Significance of Study

If this study determines that an AAA should be established then it may act as a catalyst and starting point for an individual or group of people to establish an AAA.

If, however, this study determines that there is no need for an AAA to be established then this study will act as a record as to why this was the case in 2006. At some stage in the future this study could be used as a baseline for a subsequent study.

Structure of Study

This study is structured in five chapters. Chapter 1, "Introduction," provides a background to the topic and lays the foundation and guidelines for the remainder of the study. Chapter 2, "Literature Review," will review selected literature to examine two background questions and audit existing associations related to the Australian Army. The information gathered in this chapter will enable an analysis to be undertaken in chapter 4. Chapter 3, "Research Methodology," describes how the research questions will be answered. Chapter 4, "Analysis," considers and answers each of the secondary research questions and then considers and answers the primary research question. Chapter 5, "Conclusion and Recommendations," summarizes this study's findings and makes recommendations.

Summary

Chapter 1, "Introduction," has provided a background to this study; defined the research questions; and identified the assumptions, limitations, and delimitations. It has

also described the significance of this study and outlined the structure of this study. The next chapter will review selected literature.

¹Appendix A is offered as background to this study for those readers unfamiliar with the history of the Australian Army. This annex contains numerous sections from the following sources: <http://www.answers.com/topic/history-of-the-australian-army> accessed on 24 May 2006 and <http://www.awm.gov.au/atwar/conflict.htm> accessed on 23 May 2006.

²Naval Association and Royal Australian Air Force Association World Wide Web (WWW) sites; available from <http://www.navalassoc.org.au/index.html> and <http://www.raafawa.org.au/>; Internet; accessed on 30 May 2006.

³A “corps” is equivalent to a US Army branch.

⁴The corps are: Royal Australian Armoured Corps; Royal Regiment of Australian Artillery; Royal Australian Engineers; Royal Australian Signals; Royal Australian Infantry; Australian Army Aviation; Australian Army Band Corps; Australian Army Intelligence Corps; Royal Australian Corps of Transport; Australian Army Catering Corps; Royal Australian Army Medical Corps; Australian Army Psychology Corps; Royal Australian Army Nursing Corps; Royal Australian Army Dental Corps; Royal Australian Army Ordnance Corps; Royal Australian Electrical and Mechanical Engineers; Royal Australian Corps of Military Police; Royal Australian Army Pay Corps; Australian Army Legal Corps; Royal Australian Army Education Corps; Royal Australian Army Chaplains Department; and Australian Army Public Relations Service.

⁵Australian Intelligence Corps Association WWW site; available from <http://www.austintcorps.asn.au/>; Internet; accessed on 14 May 2006.

⁶Wikipedia page on “foundation (charity)”; available from http://en.wikipedia.org/wiki/Foundation_%28charity%29; internet; accessed on 25 May 2006.

⁷Nonprofit organizations are also sometimes called not-for-profit organizations. For the purpose of this study the terms are synonymous.

⁸These constituent or governing documents may include a constitution, articles of association, memoranda of association, rules or by-laws.

⁹Wikipedia page on “voluntary association”; available from http://en.wikipedia.org/wiki/Voluntary_association; Internet; accessed on 16 April 2006.

¹⁰Australian Taxation Office; available from
<http://www.ato.gov.au/nonprofit/content.asp?doc=/content/33732.htm>; Internet; accessed on 25 May 2006.

CHAPTER 2

LITERATURE REVIEW

Introduction

The purpose of this study is to determine whether an AAA should be established. This chapter will review selected literature to examine two background questions and audit existing associations related to the Australian Army. The information gathered in this chapter will enable an analysis to be undertaken in chapter 4, “Analysis.” The first background question is, Why do people join associations? The second background question is, What Australian laws are applicable to associations? Lastly, this chapter will audit the existing associations related to the Australian Army, as well as selected associations related to the armies of some other countries.

Why Do People Join Associations?

In order to enable an analysis to be undertaken in chapter 4, “Analysis,” it is necessary to try to understand why people join associations? There are two different perspectives on this background question. The first perspective is sociological in nature and the second perspective is largely commercial in nature.¹ In the sociological perspective the question becomes, Why do individuals join associations and what trends (in age, sex, marital status, socioeconomic background, profession, income, ethnicity, race, religion, etc.) are discernable? In the commercial perspective the question becomes, How can we as an organization convince an individual to join our association? This second perspective is largely driven by the commercial necessity to increase the membership of an incorporated association and make the organization more financially

viable. In order to conduct the analysis component of this study in chapter 4, “Analysis,” it is necessary to separately consider and then combine both perspectives on this background question.

Several authors have examined the sociological perspective to this question, as well as the sociological aspects of associations in general. As sociologists they identify that individuals join associations in an effort to better define their particular beliefs, values, and interests. Human beings tend to be gregarious in nature and tend to find comfort in associating with other human beings with common values, beliefs, and interests as themselves. Some associations seek no more than to provide a forum for its members to interrelate while others seek to advance the interests of the group outside of the association (Scott 1957; Gordon and Babchuk 1959; Knoke 1986; Baumgartner and Walker 1988; McPherson, Popielarz, and Drobnic 1992; and Dekker and van den Broek 1998).

There are several studies that investigate the trends in volunteer association membership in the US between different variables, such as age, sex, education, religion, occupation, marital status, and social status for example (Scott 1957; Baumgartner and Walker 1988; and McPherson, Popielarz, and Drobnic 1992). There are also several studies that investigate the trends in volunteer association membership between different countries and ethnic groups (Curtis, Grabb, and Baer 1992; Dekker and van den Broek 1998; and Moya 2005) and at different times in a person’s life cycle (Lenski 1956; and Rotolo 2000). Garbin and Laughlin (1965) examined the trends within a group of members of the US Air Force. Hooghe (2003) examined a person’s inclination to join

associations based on previous association participation experiences and perceptions of benefit and value.

Scott (1957) ascribes the proliferation of associations at that time to the following factors: the change of function of the family, church, and state and the relative loss of control of these institutions over the individual; the democratic principle of freedom of choice; the articulation of minority groups; the increased division of labor; and secularization. All of these factors have become more pronounced since 1957, and the proliferation of information technology has also dramatically changed the situation. Traditionally, incorporated associations have formed in a relatively discrete physical area. In the contemporary information age this relationship between individuals with common beliefs, values, and interests has evolved from a direct physical association to one achieved in cyberspace in the form of Internet web pages, chat rooms, and blog sites. The nature of this association in cyberspace does not require the traditional formation of formal organizations, but equally without an agreed charter, or the voluntary contribution of membership fees the capital available to achieve common goals is reduced or nonexistent. The nature of traditional associations has not been replaced by individuals associating in cyberspace, but traditional association organizations are able to dramatically expand their potential membership base by having a presence on the Internet.

Before considering the second commercial perspective on the question of why people join associations, it is necessary to briefly consider an associated issue--the categorization (or typology) of different types of associations. There have been some studies that have examined or proposed a typology for associations--that is, some form of

categorization that facilitates further analysis and understanding (Gordon and Babchuk 1959; and Knoke 1986). Unfortunately, the large number of associations and the wide breadth of aims and purposes for which they exist have prevented any single typology from gaining common acceptance or utility. This fact makes it difficult to distinguish between different types of associations and to analyze the different reasons why people would join them. Intuitively, however, different reasons motivate people to join an association that is concerned with a profession or trade, versus one that is concerned with a religious interest, versus one that is concerned with a philanthropic cause, versus one that is concerned with a hobby.

The question, Why do people join associations? from the commercial perspective becomes, How can we as an organization convince an individual to join our association? This second perspective is largely driven by the commercial necessity to increase the membership of an association and make the incorporated association more financially viable. Most associations articulate in some form the reasons why they believe people should join their association. The wide range of associations however, compounded by the absence of a common typology of association types, means that it is also very difficult to categorize the reasons that associations use to attract new members. Having said that, there do exist some summaries that may be of utility to this study. The first is a list produced by the Service Station and Repair Operators of Upstate New York--a trade and professional association. It states:

Why bother to join a trade or professional association? After all, association membership usually involves a commitment of time and money, and with so many other obligations pressing in on your busy life is one more commitment really worth it? In case you've forgotten what association

membership is all about--or in case you never really knew--browse through these twenty reasons for becoming involved.

Advocacy. An association represents your interests before the business community and government. And if your business or industry faces major threats, your association is right there, fighting for you.

Benefits. Many associations offer a variety of tangible benefits to members and their employees: purchasing discounts, group health and life insurance, retirement plans, and more.

Convenience. When you're facing a problem, isn't it great to be able to shop for a variety of solutions under one roof? An association is a "one-stop" center for advice, contacts, inspiration and suggestions on a wide range of topics.

Economy. Don't reinvent the wheel when it comes time to save money, consolidate an operation, or enhance efficiency. Tell your association what you're trying to do--and your association can tell you how your peers have already done it!

Friendship. Your association's members are people who have many of the same concerns, needs and interests as you. They're the kind of people you'll enjoy meeting. And they're the kind of people who will probably end up as your friends.

Give-and-Take. An association provides members with the opportunity to discuss their mutual problems, probe new directions, share and criticize each other's thoughts, all with a high degree of respect and candor.

Happenings. Associations sponsor a variety of enriching events and activities: conferences, receptions, luncheons, forums, parties, and more.

Ideas. One of the most valuable benefits of association membership is the opportunity to "listen in" on the creativity of peers. Associations are like rich farm soil; once fertilized with the participation of members, bold new ideas sprout up everywhere.

Know-How. Got a problem? Need technical advice? Help with a thorny accounting issue? Your association is as near as the telephone. And if you need more detailed information, your association can put you in touch with one or more individuals who have the "know-how" you need.

Leadership. Your business or trade needs leaders; people who can actively mobilize you and your peers toward industry-wide action, and who can chart your industry's future. An association produces voluntary leadership that can make a difference.

Management. An association is the most cost-effective vehicle for managing industry wide concerns and activities. More important, an association frequently provides in-depth management assistance and support to members.

Networking. "Networking" is today's buzzword. Association events, meetings, member directories and information exchanges make networking a reality for you and your peers.

Observation. An association is much like a telescope: it gives its members the opportunity to survey the national scene. And it is like a microscope: an association gives its members the chance to probe important industry and economic issues with great precision.

Profit. Face it: you're in business to make a profit. Your ability to generate profit is your association's primary concern, and the association's programs are ultimately geared to help you survive and prosper.

Quality. In this quality--conscious age, the degree to which you're able to sustain high standards of product quality and customer service will strongly influence your ability to grow. An association provides you with examples of firms "doing things right," and gives you the chance to learn from them.

Seminars. One of the greatest pleasures of association membership is participation in annual or bi-annual seminars; thought-provoking educational sessions led by successful peers, as well as regionally and nationally recognized business experts.

Unity. You're never alone when you join an association. Membership gives you and your peers the opportunity to speak with a single voice on matters of importance to your industry.

Vision. A wise sage once said that the characteristic of a true leader is the ability to mobilize toward the future. An association helps you visualize the opportunities that lay ahead and find the tools necessary to turn those opportunities into sound business plans.

Warnings. Bad news on the economic horizon? The regulatory front? In the courts? Associations serve as "early warning systems" for their members and help ward off potential industry-wide problems.

Zest. There's something special about celebrating your successes and triumphs with like-minded people, achieving recognition for the good work you've done, and feeling the tremendous satisfaction of true accomplishment. These are the true rewards of your business. Your association helps you make the most of them.²

Many of these articulated benefits are also relevant to nontrading or professional associations. Similarly, the American Society of Association Executives conducted a survey of professional membership associations to determine why members join. The top answers, in order of preference, were "the ability to make professional contacts and the opportunity to network with people who can impact your profession and give you access to new opportunities, friends, jobs, and information. Being part of the profession and peer recognition. Specific member benefits, such as publications."³

It is also worth noting at this stage of the study that there are also organizations that perform surveys in order for associations to gauge their members' level of

satisfaction with the association and the benefits it offers. Association Surveys is an example of such an organization.⁴ Association Surveys uses a standard satisfaction survey.⁵ When I queried a representative from Association Surveys what academic references had been used by the organization to develop the survey, he advised “none” and that it had been progressively and incrementally developed over time.⁶ The standard satisfaction appears to cater principally to professional or trade-oriented associations, but also identifies some types of benefits that associations offer members. These include: receiving information, being part of a community of friends and colleagues, having opportunities to meet and network, attending conferences and conventions, receiving educational offerings, receiving discounted purchasing, and providing a larger voice and presence.

In summary, each association has a unique method of articulating the benefits of membership to potential new members. In order to achieve some degree of uniformity for the purposes of this study, the following benefit descriptors will be used in the audit of existing associations:

Information. The association collects and shares information relevant to its members.

Networking. The association offers an ability for members to communicate with each other.

Social. The association offers an ability for its members to interact in a social setting.

Advice. The association provides advice on certain issues to its members.

Assistance. The association provides a service to assist its members with queries or issues.

Advocacy. The association maintains and advances the interests of the association and its members by educating individuals and organizations outside of the association.

Welfare Support. The association provides financial or other forms of assistance to members in times of hardship, distress, or need.

Magazine, Journal, Newsletter, or Bulletin. The association produces a publication that provides information and advice to its members and provides information and education to a wider audience.

Professional Development and Education Support. The association provides financial and other forms of assistance to its members for developing their professional knowledge or furthering their education.

Discounted Purchasing. The association provides a financial benefit through discount arrangements with certain commercial goods and services suppliers.

This section has examined both sociological and commercial perspectives of the background question, Why do people join associations? It has identified that there is a range of reasons why people join associations. The most common individual motivations are: to foster a sense of belonging; to experience a sense of camaraderie; to share common beliefs, values, and interests with like-minded people; and to advance those interests in the wider community. Associations appeal to potential members by offering a combination of both tangible and intangible benefits. By combining both perspectives, it is clear that an association needs to both appeal to sociological needs of a potential member and offer a range of tangible and intangible benefits. This insight will be

important in chapter 4, “Analysis.” It is also evident that an association must conduct periodic surveys of its members to determine their level of satisfaction with the association and the benefits it provides. The next section will consider the second background question, What Australian laws are applicable to associations?

What Australian Laws Are Applicable to Associations?

In order to conduct the analysis it is necessary to determine what Australian laws are applicable to the creation and operation of an association?

The Australian federal government, states, and territories all have legislation enabling the creation of NPO. A number of federal and state laws relates to the operation of NPO.⁷ The *Associations Incorporation Act, 1981* is the primary legislation relating to the creation of associations. Thus, associations are more correctly termed “incorporated associations.” There are approximately 140,000 incorporated associations registered in Australia. Incorporated associations are created under the legislation of a particular Australian state or territory.⁸

An incorporated association is a legal entity, and it is registered in one state or territory--the state in which application for incorporation was made. An incorporated association may obtain legal recognition in all jurisdictions of Australia if it applies to become an Australian Registered Body. This is a separate exercise to the formation of the association and, if required, is carried out after the establishment of the association.

In an incorporated association the members do not own shares, but become members provided their application is approved and they pay all appropriate membership, subscription, or annual fees (if any). The members may be subject to disciplinary

procedures and may lose their membership status (either temporarily or permanently) if disciplined. The liability of members is limited, that is, if the association fails, members will not be financially affected at all (unless the failure of the association is attributable to malfeasance on the part of certain members, who will then be required to answer formal charges). Members cannot receive any distribution of assets, property, or income from the association. It operates essentially as a nonprofit, nontrading organization.

An incorporated association:

1. Must have some form of constituent or governing document or documents that regulate the way in which the organization meets and operates. A sample of the rules for an incorporated association are included in appendix B, “Sample Incorporated Association Rules”
2. Must have a public officer (who deals with the Registrar of Associations and the Australian Taxation Office). The public officer must be a resident in the state or territory of incorporation
3. Will have a number of officers, comprising the Committee, these commonly being described as the president (or chairman), the secretary, the treasurer, etc. However, other titles for office bearers can be used
4. Must have a minimum of five members
5. Must lodge an annual return with Registrar of Associations in its home state or territory
6. Does not have to be audited unless its turnover exceeds Australian dollars (AUD) \$200,000 per annum or its gross assets exceed AUD\$500,000
7. Must have a registered office located within its home state or territory

8. Can own property

9. Can sue and be sued

Australian state and territory jurisdictions differ on the amount of commercial or unrelated business an incorporated association may conduct. In practice, however, governing legislation is construed to mean that associations are prohibited from having economic activities as their primary purpose.

Under Australian state and federal legislation, bodies that seek to be political parties are required to register under special legislation. However, the laws do not address the extent to which an NPO may engage in political or lobbying activities.

Division 50 of *The Income Tax Assessment Act, 1997*, exempts certain classes of NPO from income tax.⁹ The Australian Taxation Office administers it and establishes a self-assessment regime, and NPOs are required annually to self-assess whether they fall within the exempt categories. The categories of exemptions are fairly wide and the exemption covers all income however derived. Exemption should not be confused with gift deductibility, as quite different tests and categories apply. The Australian Taxation Office maintains a comprehensive website for NPO that includes a comprehensive guide to the establishment and operation of an association in Australia.¹⁰

The next section will conduct an audit of the existing associations related to the Australian Army.

Audit of Existing Associations

In order to enable the analysis to be undertaken it is necessary to audit the existing associations related to the Australian Army, as well as selected associations related to the armies of some other countries. The first three secondary research questions are:

1. What associations related to the Australian Army currently exist, and on what basis do they operate?

2. What associationlike organizations related to the Australian Army currently exist, and on what basis do they operate?

3. What associations related to the US, UK, and Canadian armies currently exist, and on what basis do they operate?

This section will audit the existing associations in each of the above categories.

The audit will be limited to national associations or associationlike organizations. Not all existing associations or associationlike organizations will be audited. The selection of those included was based on their size and relevance to this study. The audit will capture the following information for each association in order to understand the basis on which it operates:

1. The association's establishment date.
2. The association's charter, aim, and objects.
3. The association's membership categories and subscription fees for each category, and the number of members in each category.
4. The association's benefits offered to members and the activities it is involved with.

5. The association's WWW site.

As there are a substantial number of existing associations related to the Australian Army, as well as a significant amount of information about them, the associations to be audited will only be listed in this chapter. The information pertaining to each association is included in appendix C, "Audit of Existing Associations." Existing associations related

to the Australian Army, but focused on sporting activities, such as the Australian Army White Water Rafting Association, for example, will not be considered in the audit of existing associations, as it is not envisaged that an AAA will be involved in sporting activities.

In the category of associations related to the Australian Army the following were included in the audit:

1. The Royal Australian Regiment (RAR) Association
2. The South Australian Mounted Rifles Association
3. The Australian Light Horse Association
4. The Black Berets Royal Australian Armoured Corps (RAAC) Association
5. The 23rd Field Regiment Royal Australian Artillery (RAA) Association
6. The Australian Army Aviation Association
7. The Air Dispatch Association
8. The Australian Intelligence Corps Association
9. The Australian Army Band Corps Association.
10. The Royal Victoria Regiment Association
11. The West Australian University Regiment Association
12. The Queensland University Regiment Association
13. The Korean Veterans' Association
14. The Vietnam Veterans' Association of Australia (VVAA)
15. The 3rd Cavalry Regiment (Vietnam) Association
16. The National Serviceman's Association
17. The National Service and Combined Forces Association

18. Australian Peacekeepers and Peacemaker Veterans' Association
19. The Australian Defence Association (ADA)
20. The Regular Defence Force Welfare Association
21. The Naval Association of Australia
22. The Royal Australian Air Force Association

In the category of associationlike organizations related to the Australian Army the following were included in the audit:

1. The Returned and Services League (RSL) of Australia
2. The Vietnam Veterans Federation of Australia
3. The Armed Forces Federation of Australia (ArFFA)
4. The Australian Federation of Totally and Permanently Incapacitated Ex-

Servicemen and Women

5. The Royal United Services Institute (RUSI) of Australia
6. Defcom

In the category of associations related to the United States, United Kingdom and Canadian armies the following were included in the audit:

1. The Association of the United States Army (AUSA)
2. The Marine Corps Association (MCA)
3. The Royal Artillery Association
4. The Royal Engineers Association
5. The Royal British Legion
6. The British Armed Forces Federation (BAFF)
7. The Canadian Infantry Association

8. The Royal Canadian Armoured Corps Association
9. The Canadian Association of Veterans in United Nations Peacekeeping
10. The Conference of Defence Associations
11. The Royal Canadian Legion

Summary and Conclusion

This chapter has reviewed selected literature to examine two background questions and audited existing associations related to the Australian Army. The information gathered in this chapter will enable an analysis to be undertaken in chapter 4, “Analysis.” The next chapter will outline the research methodology.

¹While these are the two perspectives most germane to this study, there are aspects of associations also related to the disciplines of political science, organizational analysis, labor economics, social work, recreation and leisure, and law. There is insufficient scope in this study to examine and consider all of these dimensions of associations.

²Service Station and Repair Operators of Upstate New York; available from <http://www.ssrssupstate.com/why.html>; Internet; accessed on 3 September 2006.

³National Student Nurses Association; available from <http://www.nsナleadershipu.org/NSNALU/Default.aspx?tabid=55>; Internet; accessed on 3 September 2005.

⁴Association Surveys; available from <http://www.associationsurveys.com/>; Internet; accessed on 7 October 2006.

⁵A sample of the satisfaction survey can be viewed at Association Survey’s WWW site; available from <http://www.associationsurveys.com/benchmark.phtml>; Internet; accessed on 6 October 2006.

⁶Email correspondence with Mr. Joseph Nick, Association Surveys, on 21 June 2006.

⁷This legislation includes the following federal acts: *New Tax System (Goods and Services Tax) Act, 1999*; *Corporations Law*; *Income Tax Assessment Act, 1936*; and *Income Tax Assessment Act, 1997*.

⁸The Australian state and territory acts are the: *Associations Incorporation Act, 1991 (Australian Capital Territory)*; *Associations Incorporation Act, 1984 (New South Wales)*; *Associations Incorporation Act, 1981 (Queensland)*; *Associations Incorporation Act, 1985 (South Australia)*; *Associations Incorporation Act, 1964 (Tasmania)*; *Associations Incorporation Act, 1987 (Western Australia)*; and *Associations Incorporation Act, 1981 (Victoria)*. By way of example, the Queensland *Associations Incorporation Act, 1981 (Queensland)*; available from <http://www.legislation.qld.gov.au/LEGISLTN/CURRENT/A/AssocIncorpA81.pdf>; Internet; accessed on 25 May 2006.

⁹Australian Commonwealth Law WWW site; accessed from <http://www.comlaw.gov.au/ComLaw/Legislation/ActCompilation1.nsf/frame&lodgmentattachments/C1EAA6FFE821E745CA25715C00178665>; Internet; accessed on 25 May 2006.

¹⁰Australian Taxation Office; accessed from <http://www.ato.gov.au/nonprofit/>; Internet; accessed on 25 May 2006.

CHAPTER 3

RESEARCH METHODOLOGY

Introduction

The purpose of this study is to determine whether an AAA should be established.

This chapter will describe how the research questions will be answered.

Chapter 1, “Introduction,” listed the research questions and outlined the assumptions, limitations, and delimitations of this study. The primary research question for this study is, Should there be an AAA? The secondary research questions for this study are:

1. What associations related to the Australian Army currently exist, and on what basis do they operate?
2. What associationlike organizations related to the Australian Army currently exist, and on what basis do they operate?
3. What associations related to the US, UK, and Canadian armies currently exist, and on what basis do they operate?
4. What purpose would an AAA serve?
5. What are the potential sources of income for an AAA?
6. What benefits would an AAA generate for its members, and what are the potential activities that an AAA could expend funds on?

Gathering Relevant Information

Chapter 2, “Literature Review,” reviewed the relevant literature and ascertained the facts that will allow the research questions to be considered and answered.

Specifically, chapter 2, “Literature Review,” reviewed selected literature to examine two background questions and audited existing associations related to the Australian Army. The first background question was, Why do people join associations? In order to answer this first background question, literature from Australia was preferred and sought but proved scant. Literature from the United States was more abundant, so there is a possibility that the answer to this question in chapter 2, “Literature Review” is not representative of the true Australian perspective. The second background question was, What Australian laws are applicable to associations? Lastly, chapter 2, “Literature Review,” audited the existing associations related to the Australian Army, as well as selected associations related to the armies of some other countries. In each of these countries there exists a significant number of associations related to their respective armies, but the number of associations considered from each was limited because of the amount of time available for this study. Most of the information gathered on the existing associations was gathered from open public sources. In many instances the required information was sought directly from the association. In several instances, the requested information was not forthcoming. This was particularly evident with requests for information concerning their membership numbers. As identified in chapter 1, “Introduction,” this limitation detracts from the completeness of this study, but does not invalidate it.

Analysis

Chapter 4, “Analysis,” will consider and answer each of the research questions based on the information gathered in chapter 2, “Literature Review.” The primary

research question will be considered and answered only after each of the secondary research questions have been considered and answered. Each research question will be considered from multiple perspectives and answered as objectively as possible.

The examination of associations related to the US, UK, and Canadian armies is likely to illustrate different approaches to running associations that may not have yet been developed in Australia--especially in the area of potential sources of income and activities to expend funds on. These three countries were selected because of their common military and cultural heritage with Australia. It does not follow, however, that practices in one of these other countries can or should necessarily be adopted by an AAA.

It is envisaged that the answer to the primary research question will be either yes or no. In answering the secondary research questions, it is expected that the answer to the primary research question will be able to be qualified with information derived from the secondary research questions.

Conclusion and Recommendations

Chapter 5, “Conclusion and Recommendations,” will provide a conclusion and recommendations for this study.

Summary and Conclusion

This chapter has described how the research questions will be answered. The next chapter will consider and answer each of the research questions.

CHAPTER 4

ANALYSIS

Introduction

The purpose of this study is to determine whether an AAA should be established. This chapter will consider and answer each of the six secondary research questions in turn and then consider and answer the primary research question. The first secondary research question to be considered is, What associations related to the Australian Army currently exist, and on what basis do they operate?

What Associations Related to the Australian Army Currently Exist, and on What Basis Do They Operate?

In chapter 2, “Literature Review,” a wide-ranging audit of the existing associations related to the Australian Army was conducted. In all, twenty-two associations were identified and audited. The information on these existing associations is included at appendix C. The Naval Association of Australia and the Royal Australian Air Force Association were also included in this section not because they directly relate to the Australian Army, but because they offer an insight into service-based associations for the other two services in the Australian Defence Force (ADF). Of the remaining twenty associations directly related to the Australian Army, twelve were based on Army corps and individual units. These were: the Royal Australian Regiment Association, the South Australian Mounted Rifles Association, the Australian Light Horse Association, the Black Berets Royal Australian Armoured Corps Association, the 23rd Field Regiment Royal Australian Artillery Association, the Australian Army Aviation Association, the

Air Dispatch Association, the Australian Intelligence Corps Association, the Australian Army Band Corps Association, the Royal Victoria Regiment Association, the West Australian University Regiment Association, and the Queensland University Regiment Association.

Three associations were based on service in a particular conflict (the Korean Veterans Association and the Vietnam Veterans Association) or as a member of a United Nations (UN) peacekeeping operation (Australian Peacekeepers and Peacemaker Veteran's Association), one was based on service in the Vietnam War in a particular unit (the 3rd Cavalry Regiment (Vietnam) Association), one was based on a type of service (the National Serviceman's Association), one was based on service with any service of the ADF (the National Service and Combined Forces Association), one was a "think tank" concerned with ADF-wide issues (the Australian Defence Association), and one was concerned with welfare issues across the ADF (the Regular Defence Force Welfare Association).

Not included in the audit of associations related to the Australian Army was a significant quantity of associations based on World War Two corps and individual units. These associations were not audited on the basis that the average age for World War Two veterans is 80-to-85 years old, and it is very unlikely that any of these associations will remain viable in the next ten years.

Of the twelve associations based on corps and individual units, the RAR Association is by far the largest and most established. This reflects the fact that the RAR has been and remains the largest corps within the Australian Army. The RAR Association has branches in each Australian state and territory and maintains close contact with the

existing units of the RAR located in Darwin, Townsville, Brisbane, and Sydney--four major population centers in Australia. The RAR was formed in 1949 and the RAR Association was formed in 1959. Thus, while the majority of participants in the Korean and the Vietnam Wars were members of the Australian Army, the majority of them were also members of the RAR. There may well be a significant number of individuals who are both members of the RAR Association as well as the Korean or Vietnam War veterans associations, but unfortunately, this degree of dual (or potentially triple) membership was unable to be ascertained. Additionally, the Australian Government implemented National Service (selective conscription) during the Vietnam War era (1965 to 1972), and a significant proportion of National Servicemen served with the RAR in South Vietnam. The Korean War and Vietnam War veterans are now approximately 75 and 50-to-60 years old, respectively, and it is inevitable that their numbers will thin dramatically in the next ten to twenty years as they die of old age. As the membership base of event-based associations reduces over time, the viability of these associations reduces over time. Thus, the RAR Association as an organizationally based association is well positioned with a potentially enduring membership base. The RAR Association is also affiliated with the RAR Foundation, which was not included in the audit of existing associationlike organizations in chapter 2, "Literature Review," but which provides a related benefit to currently and former members of the RAR and their families.¹

While officers technically lose their corps affiliation from the colonel rank onwards, many serving senior officers retain close interests and ties to their parent corps. Several senior officers in the Australian Army are also designated as "Heads of Corps" in addition to their primary duties. This appointment is largely honorific and intended to

maintain some level of interest and sense of ownership in the welfare and well being of individual corps as one of the organizational constructs for the Australian Army. Senior officers, however, exert significant influence in encouraging potential members to join associations.

As the largest corps in the Australian Army, the RAR produces a good proportion of the Australian Army's senior officers. Thus, the RAR Association also has a strong interest group at the highest commissioned and noncommissioned officer ranks of the Australian Army. In some respects, however, this may be a factor that works against any proposals to change the status quo of existing associations.

Comparatively, the remaining eleven associations based on corps and individual units are much smaller and less well established than the RAR association. Their membership base is smaller, the number of existing units with which to maintain contact is smaller and more limited in their physical presence around Australia, and there are less serving senior officers able to encourage support. While these associations are technically and legally separate entities from the existing units--several of them appear to rely heavily on serving members (and the resources of existing units) to maintain a management committee.

The members of these existing associations based on corps and individual units are almost exclusively serving and former members of those corps and individual units. Several have members who served during World War Two. Concomitantly, the main benefit offered to members is related to maintaining contact with each other and sharing information of common interest. The main source of revenue for these associations based on corps and individual units is individual subscription fees, although several offer

association-related merchandise that would also generate some revenue. The benefits of membership are largely the sharing of information, networking, social activities, and the promulgation of a magazine, journal, newsletter, or bulletin.

Of the four associations based on a particular conflict (the Korean Veterans Association, the Vietnam Veterans Association, the Australian Peacekeepers and Peacemaker Veteran's Association, and the 3rd Cavalry Regiment (Vietnam) Association), it is also likely that there may well be a substantial number of individuals who are a member of one of these associations or other associations based on a corps or individual unit. Unfortunately, it was not possible to ascertain the degree of dual membership. While the National Serviceman's Association is not based on a particular conflict, the fact that this period of conscription coincided with the Vietnam War means that this association can also be considered as one based on a particular conflict. Again, it is significant to note that Korean War and Vietnam War veterans are now approximately 75 and 50-to-60 years old, respectively, and it is inevitable that their numbers will thin dramatically in the next 10 to 20 years as they die of old age. The membership base of the Australian Peacekeepers and Peacemaker Veteran's Association, however, is enduring as long as the UN continues to mount operations. The viability of the Australian Peacekeepers and Peacemaker Veteran's Association is largely due to the substantial number of UN-mounted operations to which Australia committed troops during the 1990s. The members of these existing associations based on a particular conflict are almost exclusively serving and former members of the ADF. Concomitantly, the main benefit offered to members is related to maintaining contact with each other and sharing information of common interest. The main source of revenue for these associations based

on particular conflicts is individual subscription fees, although several offer association-related merchandise that would also generate some revenue. The benefits of membership are largely the sharing of information, networking, social activities, and the promulgation of a magazine, journal, newsletter, or bulletin. These associations are also concerned with welfare issues. Vietnam War veterans, in particular, seem plagued by a series of health issues related to the use of Agent Orange and other defoliants as well as post-traumatic stress disorder. Not surprisingly, therefore associations based on a particular conflict exert a lot of energy in addressing health and welfare related issues for their members and provide advice and assistance benefits. These associations also advocate on behalf of their members--particularly to the Australian Government--on welfare and health issues. Like the RAR Association, the Vietnam Veterans Association also has an affiliation with the Vietnam Veterans Foundation, which will be considered in the next section. It is also interesting to observe that the Vietnam War veterans are now approaching retirement age, and they are actively engaged in a series of philanthropic ventures in Vietnam.

The Australian Defence Association (ADA) is unique in that it is concerned with the Australian defense and security issues and almost exclusively in an advocacy role. Despite its title, the ADA's objects go beyond ADF-related issues. Reflecting this, its potential membership base spans the ADF services and includes not only current and former members, but also members of the general public, academics, and commercial organizations. While its membership is only 1,250, the ADA is regularly sought out by the media to provide comment on government policies pertaining to defence and security issues. In addition to providing this advocacy role, its members also benefit from shared information through a comprehensive WWW site and two periodicals. Significantly,

corporate membership is capped at AUD\$5,000 in order to limit potential bias in the ADA's advocacy role. One corporate membership at AUD\$5,000 is the equivalent of 100 individual memberships at AUD\$50 each. This is worth remembering when this chapter later examines the Association of the United States Army and the Marine Corps Association.

The Regular Defence Force Welfare Association is also unique in that it is concerned with the ADF as a whole and almost exclusively in the welfare and welfare advocacy domain. The benefits of membership also include the sharing of information and the promulgation of a magazine, journal, newsletter, or bulletin.

The Naval Association of Australia and the Royal Australian Air Force Association were audited in order to examine what associations exist for the other two services of the ADF. Both of these service associations were formed in 1920. Although unable to be verified it is reasonable to assume that these associations were formed in the wake of World War One when those who had served as members of these services sought a means to maintain a sense of comradeship forged from their common experience. Indeed, this desire remains clearly discernable in the objects of both associations some 86 years later. This period also witnessed a significant increase of interest in the welfare of veterans. The Returned and Services League (RSL), which will be considered in the next section, was also formed in this period (1916). The original objects of each of the two service associations and the RSL are likely to have been very similar in the 1920s and 1930s. In broad terms, however, of these three organizations the RSL has clearly endured and is the largest and most well organized of them today. This may be attributable to the proliferation of unit-based associations across each of the services after World War Two

that might have fractured and diluted the utility of service-based associations. It may equally be attributable to an evolution of objectives in response to the ascendancy of the RSL to provide a social forum in the several hundreds of clubs it has developed across Australia. Suffice that each the Naval Association of Australia and the Royal Australian Air Force Association today are relatively small associations. Like the Australian Army the Royal Australian Navy and the Royal Australian Air Force also have a plethora of corpslike (functional specialization) and individual unit associations. It is reasonable to assume that there is a degree of competition for membership between the service-based associations and the functional-individual unit associations. The benefits of membership to the Naval Association of Australia and the Royal Australian Air Force Association are the sharing of information, networking, social activities, and the promulgation of a magazine, journal, newsletter, or bulletin, as well as limited advocacy for the respective service interests.

This section has considered the first secondary research question, What associations related to the Australian Army currently exist and on what basis do they operate? The next section will consider the next secondary research question, What associationlike organizations related to the Australian Army currently exist and on what basis do they operate?

What Associationlike Organizations Related to the Australian Army Currently Exist and on What Basis Do They Operate?

In chapter 2, “Literature Review,” a wide-ranging audit of the existing associationlike organizations related to the Australian Army was conducted. In all, six

associationlike organizations were identified and audited. The information on these existing associationlike organizations is included at appendix C.

The RSL was briefly considered in the previous section. While it has existed since 1916 its form and function has evolved over time. Today, however, it is largely regarded as an organization catering for older ex-service members. It focuses on providing information, advice, and social benefits for its members, as well as performing an advocacy role. Its membership base has been largely drawn from ADF members who served in the World Wars. As the World War Two generation ages, the RSL has striven to maintain its viability in two ways--by introducing gambling (poker machines) and opening its social venues to the broader public. This evolution has witnessed the organization's income shifting from individual subscriptions to one that is largely commercial in nature. Having said that, the RSL still has approximately 200,000 members. The RSL's facilities are now regarded more as commercial entities than having anything in particular to do with the services--particularly in the larger centers. This has essentially estranged the younger generations of former ADF members who find other social venues more interesting and exiting. That is not to say that the RSL has no influence over current or former ADF members as the organization still plays a significant organizational part in the annual ANZAC Day services and marches as well as on Remembrance Day. As the World War Two, Korean War, and Vietnam War generations die over the next twenty years the position of the RSL in Australian society is likely to shift significantly. The RSL leadership is aware of this potential shift, but as yet there does not appear to be any clear way ahead. This study will return to the question of

the RSL's future after examining the Royal British Legion and the Royal Canadian Legion.

The Vietnam Veterans Federation of Australia, the Armed Forces Federation of Australia, and the Australian Federation of Totally and Permanently Incapacitated Ex-Servicemen and Women are all principally concerned with sharing information, advice, and advocacy for their members in the welfare domain. Their income is drawn from individual subscriptions, but as nonprofit organizations they also attract private donations and government grants.

The Royal United Services Institute (RUSI) of Australia is a similar organization to its UK parent in that it provides a forum for discussion of defense and security issues. Advocacy, but relatively passive and internal in nature, even though like the ADA its objects go beyond ADF-related issues. The RUSI of Australia, however, seems to have little membership and influence outside of the ADF. Serving and former ADF members largely run the organization. Unlike the ADA, the media rarely seeks its opinion on Australian Government policy. The RUSI of Australia's income is almost exclusively drawn from individual subscriptions.

Defcom is a unique organization that provides discounted purchasing to currently serving ADF members, as well as certain other government employees. Membership to serving ADF members is free, so there is no real relationship between the organization and the member. Defcom simply encourages ADF members to commercial suppliers across Australia who are willing to offer discounts to ADF members. By deduction, the commercial suppliers fund Defcom's operating costs. While several other associations audited in this study offered discounted purchases with a limited amount of commercial

suppliers for its members, Defcom has brokered deals with a significantly larger number of commercial suppliers and across a much broader range of goods and services, than any other existing association related to the ADF. Over its ten years of operation it has ascended to a position of complete dominance in offering discounted purchases for ADF members, and it has done so not on the basis of any sense of duty to ADF members but on almost a purely commercial basis. It is unlikely that any association would be able to take that ground back.

This section has considered the secondary research question, What association-like organizations related to the Australian Army currently exist and on what basis do they operate? The next section will consider the secondary research question, What associations related to the US, UK, and Canadian armies currently exist and on what basis do they operate?

What Associations Related to the United States, United Kingdom, and Canadian Armies Currently Exist and on What Basis Do They Operate?

In chapter 2, “Literature Review,” a wide-ranging audit of associations related to the US, UK, and Canadian armies was conducted. A total of eleven associations were identified and audited in this category--two from the US (the Association of the United States Army and the Marine Corps Association), four from the UK (The Royal Australian Artillery Association, the Royal Engineers Association, the Royal British Legion, and the British Armed Forces Federation), and five from Canada (the Canadian Infantry Association, The Royal Canadian Armoured Corps Association, the Canadian Association of Veterans in United Nations Peacekeeping, the Conference of Defence

Associations, and the Royal Canadian Legion). The information on these existing associations is included at appendix C.

The Association of the United States Army (AUSA) was formed in 1950 by former members of the US Army largely in response to concerns about the condition of the US Army in the period following World War Two. Since 1950 it has evolved and grown into a very significant and influential association with over 107,000 members. Its objects, activities and benefits to members have expanded over time to include sharing information, networking, mentoring, social activities, advocacy, professional development programs, family programs, discounted purchasing, numerous publications as well as conferences, symposia, and exhibitions. Its advocacy efforts focus on the US Congress as the principal policy-making and budgeting body in the US government. Unlike the Australian Defence Association, the AUSA does not place a cap on corporate contributions, and some commentators feel that AUSA's objectivity on advocacy issues has become unduly influenced by these corporate contributions. Others reject this accusation and consider the corporate contributions as a means for these organizations to demonstrate their national patriotism. The relationship between the services of the US Armed Forces and commercial entities, unfortunately, is a subject beyond the scope of this study, but it is certainly worth thinking about whether an AAA should place any control measures on corporate contributions. This issue will be considered later in this chapter.

The Marine Corps Association (MCA) was formed in 1913 and its approach is more fraternal than the AUSA, reflecting the culture that the US Marine Corps as one large family. The MCA's objects and benefits are mainly focused on preserving the

traditions of the US Marine Corps and the professional development of its members. The MCA presently has approximately 90,000 members. These include sharing information, networking, social activities, advocacy, professional development and education programs, discounted purchasing, and two publications. Of note, the MCA has no corporate membership category. The AUSA and MCA both, however, receive and accept private donations.

The Royal Artillery Association, the Royal Engineers Association, the Canadian Infantry Association, and the Royal Canadian Armoured Corps Association are akin to the corps-based associations considered in Australia. They are similarly concerned with preserving the traditions of their corps, social activities, and the welfare of serving and former members. Similarly, they derive their revenue principally from individual subscriptions. As the Australian Army and the Canadian Army were largely children of the British Army is perhaps not surprising that these associations and the focus of their objects have high degrees of similarity.²

The British Armed Forces Federation (BAFF) is a very new organization that has yet to generate much momentum as an advocacy group. In a role reversal, there is evidence that it was modeled, at least in part, on the Armed Forces Federation of Australia (ArFFA) in order to create an independent advocacy group that can shape UK Government policies concerning defence and security issues--in particular welfare issues for current and former members of the UK Armed Forces. The BAFF is presently standing up as an organization and is reliant at this time on individual subscriptions. As the UK has a significant number of existing function specialization and corps and regimentally based associations, it may prove quite difficult to attract support and

members. Indeed, the BAFF may parallel the ArFFA's experience, which has been challenging since its creation in 1984.

The Royal British Legion and the Royal Canadian Legion were both formed in the early 1920s--the same period as the RSL in Australia. The Royal British Legion is a charity with a focus on providing financial, social, and emotional support to current and former members of the Armed Forces. The British Royal Legion has approximately 450,000 members and is funded mainly through individual subscriptions and private donations. The Royal Canadian Legion has approximately 400,000 members and is also funded mainly through individual subscriptions and private donations. Both the British Royal Legion and the Royal Canadian Legion offer discounted purchasing benefits to members. Unlike the British Royal Legion, but like the RSL, the Royal Canadian Legion also takes on an advocacy role--similarly focused on the welfare domain. All three organizations have assumed custodianship of national Remembrance Day events. All three organizations are also becoming increasingly involved in supporting widows and aged care issues. Unlike the other two organizations the Royal Canadian Legion also seems to have a series of programs focused on youth activities--clearly seeking to bridge generational gaps. Given the common origins of these three organizations there is considerable merit in the RSL examining how these two organizations have evolved as it considers its own future strategic direction. This issue maybe returned to later in this chapter.

The significant Canadian contribution of troops to UN-mounted operations coupled with a focus on peacekeeping oriented capabilities--particularly since the end of the Cold War--has witnessed the significant growth in the Canadian Association of

Veterans in United Nations Peacekeeping. Like the Australian Peacekeepers and Peacemaker Veteran's Association, its members seek the companionship of other members who have also served on UN-mounted operations. Working under the UN flag, however, is a relatively thin basis for a common experience--particularly when you consider that the UN has mounted over 70 peacekeeping operations since 1945. Canada is a strong supporter of the UN as an institution and it is increasingly deciding to not deploy on US-led operations. The Canadian Association of Veterans in United Nations Peacekeeping provides information

The Conference of Defence Associations (CDA) is akin to the Australian Defence Association (ADA) in that it performs an advocacy role in defense and security issues. Unlike the ADA, however, it advocates on behalf of a number of other associations, typically functional specialization and corps and unit-based associations from across the Canadian services.³ This subcontracting of the advocacy role to the CDA allows two things: it allows those functional and corps and unit-based associations to concentrate their efforts in providing other benefits to its members, and by aggregating their positions it empowers the CDA to advocate with considerably more authority. It was not clear whether the ADA has a similar relationship with various ADF-related associations in Australia. If it does it is certainly not with the same breadth of representation that the CDA operations.

This section has considered the secondary research question, What associations related to the US, UK, and Canadian armies currently exist and on what basis do they operate? The next section will consider the secondary research question, What purpose would an AAA serve?

What Purpose Would an AAA Serve?

Having examined the existing associations and associationlike organizations related to the Australian Army, as well as several association and associationlike organizations related to the US, UK, and Canadian armies, there appear to be several alternative purposes that an AAA could potentially serve. Before proceeding, however, it is worth recalling that by definition an association is a group of individuals who have voluntarily entered into an agreement to form a body in order to accomplish an agreed purpose. It would be very difficult to survey the whole Australian Army--or even a representative sample--to try and ascertain an “agreed purpose”. More often, associations are formed when a few individuals identify some imperative, establish the association, and then progressively build membership. Thus, many associations are formed when some key issue has been identified and the existing government institutions or organizations appear unable or unwilling to address those issues. Unsatisfactory welfare for war veterans and disagreement with government policies have been imperatives in the past. While these areas have been no means perfect in Australia, and several associations or associationlike organizations have formed (such as the Regular Defence Force Welfare Association and the Australian Defence Association) to deal with them. And yet their membership numbers remain relatively small, which reflects relatively low levels of dissatisfaction or high levels of feeling that the government institutions are able and willing to address issues. At this time, there does not appear to be any key issues concerning the Australian Army that the existing institutions, associations, or organizations are unable or unwilling to address.

Having said that, the Australian Army was significantly reduced in size and starved of resources during the 1980s and 1990s as a result of the Australian Government's adoption of a "Defence of Australia" strategy. This strategy held that concentric rings of physical defence would defeat conventional threats to Australia. The air-sea gap around Australia was to be defended by the Royal Australian Air Force (RAAF) and the Royal Australian Navy (RAN). Those threat forces that penetrated this ring and made landfall in northern Australia were to be dealt with by the Australian Army. This strategy reflected the perceived strategic threat during the 1960s with communist ideology and forces working their way down the Southeast Asian archipelago towards Australia. It also reflected the negative experience of Australia's involvement and failure to defeat communism in South Vietnam. Consequently, the other two services received the majority of the resources and funding available to the ADF. Throughout the 1990s, however, the ADF was increasingly called to deploy forces well beyond Australia's immediate region. For the RAN and RAAF this took the form of contingents contributing to US-led operations--particularly in the Middle East. These contingents were able to integrate with the more technologically advanced US forces because their equipment and training was compatible. Unfortunately, the capabilities in the Australian Army were either not compatible, or able to offer sufficient degrees of force protection in the threat environments that the US Army was operating, so the Australian Army was relegated to deploying on numerous UN peacekeeping operations. Since the late 1990s, however, the Defence of Australia strategy has been replaced by one that accepts while the defence of the Australian homeland is important, the way to defeat future threats is to confront and defeat them at their source. In many respects this was simply a return to

Australia's approach through much of the twentieth century. Such a strategy is now common to the US, UK, Canada, and Australia, as well as a growing number of European states. This has witnessed not only an increased proportion of the ADF budget being assigned to the Australian Army, but in the wake of September 11, 2001, an overall increase in government spending on defense and security. The Australian Army is thus significantly enhancing its capabilities to participate in high threat environment conflicts and integrate forces with the US and UK Armies. In relative terms, the Australian Army is playing catch-up to the RAAF and RAN in its ability to contribute capability to the defense and security of Australia. And given that future security threats are more likely to land based and at the lower end of the threat spectrum, the Army can expect to become increasingly relevant and necessary. Recent Australian Government decisions to expand the Australian Army and continue to improve its equipment systems reflect these trends.⁴

It would certainly be in the interests of the Australian Army to ensure that Australian Government policy did not return to a defense of Australia strategy and maintained its current strategy. But the defense of Australia strategy was essentially a twenty-year-long aberration in Australia's defense and security strategy history. Much of the defense of Australia strategy can be attributed to one individual--Mr. Paul Dibb--who is no longer in a position of influence. Additionally, defense and security strategy is best debated from within the institutions of government as this is where the responsibility for policy and authority for action lie. Indeed, after the suffering at the hands of the defense of Australia strategy, the Australian Army has now moved in and occupied the intellectual high ground of defense and security debate within the ADF and to a lesser degree within the Australian Government. An AAA that became involved in advocating

for defense and security policy issues may be perceived as serving the interests of the Australian Army and not necessarily considering a whole of ADF or whole of Australian Government perspective. The Australian Defence Association and the Royal United Services Institute of Australia currently perform adequately in this realm. If an AAA was established though, it might consider supporting the Australian Defence Association in the same way that the Conference of Defence Associations represents a range of other associations on defense and security policy issues in Canada. There remains scope, however, to continue to develop the intellectual capital of the Australian Army in order for it to contribute to debate on defense and security issues.

The MCA places a substantial amount of emphasis on the professional development and education of current serving members of the US Marine Corps. The AUSA sponsors conferences and symposia in a more collective approach. The Australian Army has in the last few years re-energized its long-standing professional journal, the *Australian Army Journal*, but its ability to engender professional discussion and debate is limited by its level, its academically oriented style, and its publication only twice annually.⁵ The *Australian Army Newspaper* is issued every two weeks by the Australian Army and has a forum in which issues, usually conditions of service oriented--can be raised and where Army Headquarters staff provides responses.⁶ While this feature of the *Australian Army Newspaper* reflects a commendable degree of transparency and egalitarianism within the culture of the Australian Army, there is a wide gap between letters to the *Australian Army Newspaper* and the *Australian Army Journal*. Neither provides a basis for professional discussion and debate that is accessible, relevant, and timely to the main stream of Australian Army members. The MCA's magazine, the

Marine Corps Gazette, seems to strike a better balance between access, level, relevancy, and timeliness.⁷

While the ADF does provide financial support to members who choose to undertake further education (related to employment in some way), this funding line is finite and often the limiting factor is the time that individuals have to perform study outside of normal work commitments. The ADF does release officers to undertake full-time educational study, and this is often directly linked to subsequent employment in a particular position. It is unlikely that the Australian Army could afford to release many individuals for full-time education if it were paid for by an AAA, and it would probably insist that the studies had a reasonable degree of relevance to that individual's future service with the Australian Army. The individual would also need to be conscious that for every year spent on education he or she would not be able to have their military performance assessed and which may place him or her at a disadvantage relative to his or her peers. Acknowledgment must also be given to the training and education courses, such as command and staff college courses, that are part of the institutional mechanisms for professional development.

On balance, while other associations, such as the MCA, have become involved in the professional development and education of serving members, there seems little imperative for an AAA to become involved in this domain, at least as a prime driver to establish an AAA. That does not mean, however, that there is significant scope for improving professional development within the Australian Army, reviewing the function of the Australian Army Journal in particular, but specific recommendations in this regard remain beyond the scope of this study.

Like the critique of government policy domain with the Australian Defence Association and the Royal United Services Institute of Australia, the welfare domain is also best served with an ADF wide approach, rather than an individual service basis. The same conditions of service and conditions after service apply to all members of the ADF after all. Due to the ADF's relatively small size, many of its personnel functions have been progressively made joint over the last two decades. There appears no reason why this trend would be or should be reversed. The Regular Defence Forces Welfare Association, the Armed Forces Federation of Australia, and the Returned and Services League all perform adequately and there appears little rationale in having an AAA that would seek to supplant their welfare and personnel oriented activities. Like the circumstance with the Australian Defence Association, however, if an AAA was established though, it might consider supporting these welfare-oriented associations and organizations.

While some associations have taken on welfare and advocacy roles, for most military-related associations their fundamental purpose is to maintain a sense of camaraderie for those former members and where possible provide a bridge between former and currently serving members of the organization. It is here that an AAA might find a place. This then begs the question whether individuals identify themselves with the Australian Army as an organization or with their corps and units? Historically, it has been with corps and units. Corps-based associations reflect the Australian Army's historical lineage. The US Army is also organizationally based on corps (branches) and branch associations also exist in the US. Similarly, the US Army has been for many decades organized by divisions, and divisional associations also exist. Interestingly, this tier of

institutional organization, or brigade level, has not widely given rise to divisional or brigade associations in the UK, Canada, or Australia. While the AUSA was only established in 1950, the MCA has existed since 1913, and this may indicate a greater tendency for Marines to identify with their service as an institution. Size plays a role here. There would appear to be a relationship between the size of an organization and the inclination for an individual to identify with it. An example of this is when Americans overseas are asked “where are they from?” often answer with a state of the US. Other nationalities answer with their country. As this study considered in chapter 2, “Literature Review,” there are many variables associated with an individual’s sense of identity. That is not to say, however, that a sense of identity change or be changed over time. While the AUSA did not exist in 1949, the sense of service-based fraternity it has created since then is remarkable. The very strong bonds of association that are now witnessed between currently serving and former members of the US Marine Corps may well be a manifestation of the MCA as a result of its existence over the last near century. “Once a Marine, always a Marine!” is now a common and accepted catchphrase. Is it time for the 50,000 members serving in the Australian Army to make a similar shift in their sense of identity? The Australian Army already has significant cache as an institution. Is it doing enough to capitalize and exploit this?

A number of conditions would indicate that the time might be right for the establishment of an AAA. Firstly, the Defence of Australia strategy era is rapidly receding in the rearview mirror. The Australian Army has increasing intellectual influence within the ADF, it is growing and significantly enhancing its capabilities over the coming decade, and it is being increasingly called on to fight for Australia’s interest

in demanding expeditionary operations. Paradoxically, as the Army's star seems to be rising, the ability of the Army to recruit and retain members is becoming more difficult. This is in no small part due to the good health of the Australian economy and the financial competition for talent. There are many actions that can be taken from within the organization to address this issue, but part of the solution may not lie with service conditions as much as postservice opportunities. The bonds of camaraderie that form during service remain valued after service. Indeed, the networking that occurs in associations is an important benefit that the association actually has to do very little to encourage. Certainly the MCA and the AUSA provide a tremendous basis for networking and even include programs for former members to assist serving members in making the transition from service into other fields of employment. The sense of fraternity this creates is very powerful. Australian corps-based associations have never really achieved much momentum in this regard due to their relatively limited size. Additionally, as service shifts from being a twenty-year career to a four-year minimum service obligation, there is considerably greater throughput of individuals through the Australian Army. For the younger generation the opportunity to acquire skills for later employment is a significant service motivator. Former soldiers are popular employees not only because of the skills their service has given them but also of the values that have been imbued in them. There already exists an informal fraternity between former members of the Australian Army. Is it time to formalize it and link it to serving members in order for that transition support to be regarded as an incentive to serve?

The nature of war and conflict is also changing. Wars and campaigns are now rare and have been replaced by "operations."⁸ Contingents completing different rotations in

particular operations have very different experiences depending on the phase or success of the operation. Therefore, soldiers are undertaking an increasing number of operational deployments in the course of their service--often returning to the same theatres. In a world of experiencing perpetual conflict, it is increasingly difficult for an individual to identify with one significant event and to find a common bond with others in this regard. Additionally, formed units are less frequently deploying as a whole and more often being task organized and deployed piecemeal as army institutions strive for greater efficiency. Associations based on a particular conflict are less likely to be established in the future. This is now seen where there is an inclination to hold reunions for particular operations or even contingents within operations on the five or ten year anniversary, rather than to establish permanent associations. Increasing physical portability in society and increasing emphasis on defining individual identity through the WWW are also contributing factors. It would be almost futile now to establish, for example, an Operation Iraqi Freedom association.

One issue is whether the establishment of a service-based AAA will be seen as threatening to the existing corps-based associations. While the two other service-based associations seem to peacefully coexist with the other functionally or unit based associations in the RAN and RAAF, they have coexisted existed since 1920. Establishing an AAA now will almost inevitably create tension with the existing corps-based associations, particularly the RAR Association. As the Australian Army transforms its capabilities over the coming years, it is likely that corps will become less significant. The emphasis on combined arms operations is strengthening, and a common soldier ethos is becoming more pronounced. The evolving organization, capabilities, and operational

undertakings of the Australian Army present an opportunity to reshape the way that serving and former members of the organization identify with it and with each other.

In summary, this section has considered the secondary research question, What purpose would an AAA serve? It seems that associations are established for two reasons. The first is when some key issue has been identified and the existing government institutions or other organizations appear unable or unwilling to address those issues. At this time, there does not appear to be any key issue associated with the Australian Army that would provide an imperative for the establishment of an AAA.⁹ The second reason is when some members or ex-members of an organization want to formalize the camaraderie that comes from serving or having served in that organization. This section has identified that there are several good reasons why an AAA should be established for this purpose at this time. An AAA's prime object would be to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army. Like other associations, as it matures it may progressively expand its objects. The next two sections will now continue to consider the secondary research questions, What benefits should an AAA offer its members, and what are the potential activities that an AAA could expend funds on? And, What are the potential sources of income for an AAA? Answers to these last two secondary research questions will allow the form of an AAA to be better defined.

What Benefits Should an AAA Offer Its Members, and What Are the Potential Activities That an AAA Could Expend Funds on?

Having determined that the prime object of an AAA would be to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army, an AAA should initially offer the following benefits to its members:

1. A means to establish, maintain, and develop contact (network) between serving and former members of the Australian Army. This would be best achieved using a WWW-based information system, but an AAA could also sponsor events in Army base locations

2. A means to assist serving members to transition into other fields of employment--principally using the contact system above--complementary to the existing institutional mechanisms within the ADF

3. A benevolent fund for serving or former members in need or distress

An AAA could also expend funds and become involved in the following activities, perhaps as the association matures and its membership base grows:

1. Preserving and promoting the Australian Army as an institution--“Once a Digger, always a Digger!”¹⁰

2. Encouragement and development of a forum for the discussion and debate of professional issues related to the conduct of warfare

3. Providing grants for professional development and education of serving members

4. Sponsoring reunions for particular operations or contingents within operations on significant anniversaries

5. Sponsoring conferences, symposia, and exhibitions. The Chief of Army's annual history conference would be an obvious initial choice, as would the "good idea" expositions held in major Army bases

6. Sponsoring Australian Army birthday events

7. Recognizing members who have provided long-term or exceptional service to the Australian Army

8. Supporting other Australian associations that have common interests (such as the Australian Defence Association, the Regular Defence Forces Welfare Association, the Armed Forces Federation of Australia, and the Returned and Services League) and brokering deals with them for extending benefits to AAA members

9. Establishing, maintaining, and developing links with Defcom, the AUSA, the MCA, and the Australian War Memorial with a view towards mutual benefits not yet discernable

An AAA should also explore with corps and individual unit-based associations any means by which membership can be transferred to an AAA.

This section has considered the secondary research question, What benefits should an AAA offer its members, and what are the potential activities that an AAA could expend funds on? The next section will consider the secondary research question, What are the potential sources of income for an AAA?

What Are the Potential Sources of Income for an AAA?

An AAA with the prime object to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army could

have the following potential primary sources of income: individual subscriptions, corporate subscriptions, and private donations.

There are two possible approaches to individual and corporate subscriptions. One approach is to collect subscriptions on an annual or multiyear basis. The other is to offer lifetime membership at a higher up front cost. Annual subscriptions run the risk of competing with other financial demands each year or few years. While the principle of providing choice is praiseworthy, from the perspective of the association it is better to make a case why a member should join for life. A number of the existing associations and organization audited offer lifetime membership including the South Australian Mounted Rifles Association, the Black Berets Royal Australian Armoured Corps Association, the Australian Army Aviation Association, the Regular Defence Force Welfare Association, Returned and Services League, the RUSI of Australia, the AUSA, the MCA, the Royal Artillery Association, the Royal British Legion, the Royal Canadian Armoured Corps Association, and the RAR Foundation. Lifetime membership serves a number of purposes. It strengthens the member's long-term sense of belonging to the association. If young serving members are targeted for membership it enhances the sense of continuity and fraternity beyond their service. It also creates a bond of association between current and former members of the organization. On the negative side, the relatively larger up-front costs may potentially dissuade some potential members from joining. There may also be complications if the individual leaves the organization shortly after paying for his lifetime membership, but there are administrative ways around this to ensure minimum qualifying periods of service. On balance, however, lifetime membership for individuals would best support an AAA's prime object. Given the

minimum period of service with the Australian Army is four years, a lifetime membership subscription should be offered at rates that would encourage joining from initial entry into the Australian Army.

There may be considerable scope for large corporate subscriptions--particularly if an AAA does not become directly involved in an advocacy role on government defense and security policy issues. Additionally, if an AAA becomes concerned with assisting serving members making a transition to other employment after their service, then there may be considerable interest and a willingness to invest in an AAA by certain commercial organizations who are interested in employing former service members. Given the commercial nature of this relationship, life corporate memberships may be more lucrative and difficult to secure, but should not be discounted as a possibility.

By no means least, as an institution there would also be considerable interest in the ability to make private donations to an AAA--particularly if the employment transition support element proves successful. An AAA would also attract private donations if there were also a financial welfare support or benevolence fund dimension to the association.

There is also considerable potential to generate income from the commercial sale of specialized merchandise. A number of commercial entities already sell merchandise that uses the Australian Army as a brand. The Australian War Memorial and The Sands of Gallipoli are two entities that commercially trade merchandise related to the Australian Army.¹¹ It is unknown whether the Australian Army has some form of commercial copyright over the “Australian Army” as a brand name. This question is beyond the scope

of this study and would require further investigation. Suffice that the Australian Army has significant and growing cache as a brand name that an AAA could capitalize on.

This section has considered the secondary research question, What are the potential sources of income for an AAA? and determined that an AAA could have the following potential sources of income: individual subscriptions, corporate subscriptions, private donations, and commercial sale of specialized merchandise. It also determined that a lifetime individual membership would be the preferred category of individual membership. The next section will consider the primary research question, Should there be an AAA?

Should There Be an Australian Army Association?

After considered examination of the question, yes an AAA should be established. An AAA should be established, not in response to a key issue as existing government institutions and other organizations are all adequate to the task, but in order to capitalize on a unique alignment of circumstances and to set the organization on a path for success in the future. These include: the established reputation of the Australian Army as an identifiable institution, the return of an challenging expeditionary role for the Australian Army and the concomitant enhancement of its capabilities; a change in the nature of conflict and the ability to define operational service; a declining emphasis on corps and a increasing emphasis on combined arms as a basis or organization; the increasing emphasis on a common set of soldier values, an increased personnel throughput based on four years minimum service; and the need to improve recruitment by offering continuity with employment after service. An AAA should be established with the prime object to

create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army.

Summary and Conclusion

This chapter has examined each of the six secondary research questions in turn and then answered the primary research question. This chapter has determined that an AAA should be established with the prime object to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army. This chapter has also determined that an AAA should initially provide the following benefits to its members:

1. A means to establish, maintain and develop contact (network) between serving and former members of the Australian Army. This would be best achieved using a WWW-based information system but an AAA could also sponsor events in Army base locations

2. A means to assist serving members to transition into other fields of employment--principally using the contact system above--complementary to the existing institutional mechanisms within the ADF

3. A benevolent fund for serving or former members in need or distress

An AAA could also expend funds and become involved in the following activities, perhaps as the association matures and its membership base grows:

1. Preserving and promoting the Australian Army as an institution--“Once a Digger, always a Digger!”

2. Encouragement and development of a forum for the discussion and debate of professional issues related to the conduct of warfare
3. Providing grants for professional development and education of serving members
4. Sponsoring reunions for particular operations or contingents within operations on significant anniversaries
5. Sponsoring conferences, symposia and exhibitions. The Chief of Army's annual history conference would be an obvious initial choice, as would the "good idea" expositions held in major Army bases
6. Sponsoring Australian Army birthday events
7. Recognizing members who have provided long-term or exceptional service to the Australian Army
8. Supporting other Australian associations that have common interests (such as the Australian Defence Association, the Regular Defence Forces Welfare Association, the Armed Forces Federation of Australia, and the Returned and Services League) and brokering deals with them for extending benefits to AAA members
9. Establishing, maintaining, and developing links with Defcom, the AUSA, the MCA, and the Australian War Memorial with a view towards mutual benefits not yet discernable.

This chapter has further determined that an AAA could have the following potential sources of income: individual subscriptions, corporate subscriptions, private donations, and the commercial sales of specialized merchandise. It also determined that a lifetime individual membership would be the preferred category of individual

membership. The next chapter will provide a conclusion and recommendations for this study.

¹RAR Foundation; available from <http://www.rarfoundation.org.au/>; Internet; accessed on 6 October 2006.

²The British Army has traditionally been a regimentally based organization and this is reflected in a large number of infantry regiments--most of which also have associations. This influence can be seen in Australia with the formation of the Royal Australian Regiment in 1949. This regimentally focused system of organization also manifests itself in the conferring of the "royal" prefix. Because the prefix has been assigned to regiments in both the British and Australian armies it cannot be additionally conferred to the army as a whole--hence no "Royal British Army" or "Royal Australian Army."

³The CDA represents the following associations: Air Force Association of Canada (AFAC); Canadian Forces Communications and Electronics Association of Canada; Canadian Infantry Association (CIA); Canadian Forces Logistics Association; Canadian Military Engineers Association (CMEA); Defence Medical Association; Intelligence and Security Association; Navy League of Canada (NLC); Naval Officers Association of Canada (NOAC); Royal Canadian Armoured Corps Association (RCACA); Royal Canadian Artillery Association (RCAA); Royal Canadian Dental Corps Association (RCDCA); Royal Canadian Electrical and Mechanical Engineers Association (EMCA); Royal Canadian Legion (RCL) Canadian Airborne Forces Association; Air Cadet League of Canada; Army Cadet League of Canada; Army, Navy, Air Force Veterans in Canada; Atlantic Chief and Petty Officer's Association; Canadian Association of Defence and Security Industries (CADSI); Canadian Institute of Strategic Studies (CISS); Canadian NATO Defence College Association; Canadian War Museum, Dominion of Canada Rifle Association; Federation of Military and United Services Institutes of Canada, Military Engineering Institute of Canada; Military Public Affairs Association of Canada; Organization of Military Museums of Canada, Inc.; The Royal Canadian Naval Association; Royal Canadian Military Institute; Royal Military College Club of Canada; and Reserves 2000.

⁴Hardened and Network Army WWW site; available from <http://www.defence.gov.au/army/HNA/default.htm>; Internet; accessed on 7 October 2006.

⁵*Australian Army Journal* WWW site; available from <http://www.defence.gov.au/ARMY/LWSC/Publications/journal/journal.htm>; Internet; accessed on 7 October 2006.

⁶The *Australian Army Newspaper* WWW site; available from <http://www.defence.gov.au/news/armynews/editions/1153/Default.htm> accessed on 7 October 2006.

⁷The *Marine Corps Gazette* is the professional journal for all Marines. Written by Marines for Marines, it has been published continuously since 1916, providing a forum for expression and debate on matters that advance knowledge, interest, and esprit within the Corps; available from <http://www.mca-marines.org/>; Internet; accessed on 7 October 2006.

⁸For a description of the ADF's past and current operations see <http://www.defence.gov.au/index.cfm>; Internet; accessed on 7 October 2006.

⁹That may not have been the case during the Defence of Australia strategy era but this issue was challenged, debated, and ultimately defeated within Australian Government institutions.

¹⁰“Mateship” is a concept that can be traced back to early colonial times in Australia. The harsh environment in which convicts and new settlers found themselves meant that men and women closely relied on each other for all sorts of help. In Australia, a “mate” is more than just a friend. It is a term that implies a sense of shared experience, mutual respect and unconditional assistance. Mateship is a term traditionally used among men, and it is a term frequently used to describe the relationship between men during times of challenge. The popular notion of mateship came to the fore during World War One. During this period the word mate became interchangeable with the word “digger”, which had its roots in the gold digging fields of the 1850s. The slang term digger re-surfaced during World War One when Australian and New Zealand soldiers, ANZACs, ascribed it to themselves and their mates as a term of affection, arguably due to the trench-digging aspect of the war. Accounts of the soldiers' bravery, suffering, and larrikin spirit in World War One fused together to form the enduring image of the Aussie digger. See <http://www.cultureandrecreation.gov.au/articles/mateship/> accessed on 16 October 2006.

¹¹Australian War Memorial; available from http://cas.awm.gov.au/TST2/cst.acct_master?surl=1671376071ZZPSVLIQUAJB12574&stype=3&simplesearch=&v_umo=&v_product_id=&screen_name=shop_pkg.pr_home&screen_parms=acid=&screen_type=BOTTOM&bvers=4&bplatform=Microsoft%20Internet%20Explorer&bos=Win32; Internet; accessed on 7 October 2006; and Sands of Gallipoli; available from <http://www.sandsofgallipoli.com.au/sog06/>; Internet; accessed on 7 October 2006.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

Introduction

The purpose of this study was to determine whether an AAA should be established. This chapter will summarize this study's findings, conclude this study, and make recommendations.

Summary of Findings

Chapter 1, "Introduction," listed the primary and secondary research questions and outlined the assumptions, limitations, and delimitations of this study. Chapter 2, "Literature Review," reviewed selected literature to examine two background questions, Why do people join associations? and What Australian laws are applicable to associations? This chapter also audited the existing associations related to the Australian Army, as well as selected associations related to the armies of some other countries. The information gathered in this chapter enabled the analysis to be undertaken in chapter 4, "Analysis." Chapter 3, "Research Methodology," described the methodology that was used to answer the primary and secondary research questions.

Chapter 4, "Analysis," determined that an AAA should be established in order to capitalize on a unique alignment of circumstances and to set the organization on a path for success in the future. These include: the established reputation of the Australian Army as an identifiable institution, the return of an challenging expeditionary role for the Australian Army, and the concomitant enhancement of its capabilities; a change in the nature of conflict and the ability to define operational service; a declining emphasis on

corps and a increasing emphasis on combined arms as a basis or organization; the increasing emphasis on a common set of soldier values, an increased personnel throughput based on four years minimum service; and the need to improve recruitment by offering continuity with employment after service. An AAA should be established with the prime object to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army.

Chapter 4, “Analysis,” also determined that an AAA should initially provide the following benefits to its members:

1. A means to establish, maintain, and develop contact (network) between serving and former members of the Australian Army. This would be best achieved using a WWW-based information system, but an AAA could also sponsor events in Army base locations

2. A means to assist serving members to transition into other fields of employment--principally using the contact system above--complementary to the existing institutional mechanisms within the ADF

3. A benevolent fund for serving or former members in need or distress

Chapter 4, “Analysis,” also determined that an AAA could also expend funds and become involved in a wide range of activities as the association matures and its membership base grows. It further determined that an AAA could have the following potential sources of income: individual subscriptions, corporate subscriptions, private donations, and the commercial sales of specialized merchandise. It also determined that a lifetime individual membership would be the preferred category of individual membership.

Chapter 4, “Analysis, also determined that there was little reason for an AAA to become directly involved in the areas of advocacy on government policy, welfare advice and advocacy, or in discounted purchases.

Conclusion

This study has considered the question, Should there be an Australian Army Association? and has determined that, yes, an AAA should be established with the prime object to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army. The study has also determined a number of recommendations related to the establishment of an AAA.

Recommendations

It is recommended that:

1. An AAA be established with the prime object to create a sense of camaraderie and fraternity between serving members and between former members of the Australian Army.
2. An AAA initially provide the following benefits to members:
 - a. A means to establish, maintain, and develop contact (network) between serving and former members of the Australian Army. This would be best achieved using a WWW-based information system, but an AAA could also sponsor events in Army base locations
 - b. A means to assist serving members to transition into other fields of employment--principally using the contact system above--complimentary to the existing institutional mechanisms within the ADF

- c. A benevolent fund for serving or former members in need or distress
3. An AAA could also expend funds and become involved in the following range of activities as the association matures and its membership base grows:
- a. Preserving and promoting the Australian Army as an institution-- “Once a Digger, always a Digger!”
 - b. Encouraging and the development of a forum for the discussion and debate of professional issues related to the conduct of warfare
 - c. Providing grants for professional development and education of serving members
 - d. Sponsoring reunions for particular operations or contingents within operations on significant anniversaries
 - e. Sponsoring conferences, symposia, and exhibitions. The Chief of Army’s annual history conference would be an obvious initial choice, as would the “good idea” expositions held in major Army bases
 - f. Sponsoring Australian Army birthday events
 - g. Recognizing members who have provided long-term or exceptional service to the Australian Army
 - h. Supporting other Australian associations that have common interests (such as the Australian Defence Association, the Regular Defence Forces Welfare Association, the Armed Forces Federation of Australia, and the Returned and Services League) and brokering deals with them for extending benefits to AAA members

- i. Establishing, maintaining, and developing links with Defcom, the AUSA, the MCA, and the Australian War Memorial with a view towards mutual benefits not yet discernable
4. An AAA has the following sources of income: individual subscriptions, corporate subscriptions, private donations, and the commercial sales of specialized merchandise.
5. Lifetime individual membership is the preferred category of individual membership.
6. This study acts as a starting point for an individual or group of people to establish an AAA.

APPENDIX A

A SHORT HISTORY OF THE AUSTRALIAN ARMY

The Australian Army was established on 1 March 1901, just two months after the formation of the Commonwealth of Australia. Between 1901 and 1947 limits were set on the size of the regular army, the vast majority of peacetime soldiers were in the reserve army units of the Australian Citizen Military Forces (also known as the CMF or Militia). In this period, Australian Imperial Forces were formed to serve overseas in both world wars. From 1947 a larger standing peacetime force was formed and the role of the CMF (known as the Army Reserve after 1980) began to decline in importance. In order to appreciate its lineage it is necessary to consider the period before Federation.

Before Federation

For more than 80 years after the first British settlement, the only professional soldiers in Australia were members of British Army garrisons. The first conflicts in which large numbers of Australian-born soldiers fought overseas were the Maori Wars, between 1863–72, although almost all of these—about 2,500 men—served in New Zealand colonial units, or the British Army.

By the time that the garrisons were withdrawn in 1870, the six separate self-governing colonies in Australia already had their own separate, part-time reserve units, known as militia or volunteers. The colonial governments began to raise professional artillery units, to staff coastal batteries. From 1877 onwards, the British sent officers to advise the colonies on defense matters, and in the early 1880s, the first inter-colonial defense conferences were held. During 1885, the government of New South Wales sent an infantry battalion, with artillery and support units to the short-lived British campaign in Sudan.

During the economic depression of the early 1890s, large-scale strikes in various colonies were met with governments mobilizing and/or threatening to use militia against strikers. This was very unpopular and led to successful and historically-significant campaigns against the formation of standing, regular forces. The "two armies" system was established whereby the only infantry units would be militia, although permanent artillery and other support units remained. As Federation of the colonies approached, on August 24, 1899 the colonial artillery units were merged into the first Australian federal army unit.

Boer War

Before the Federation of Australia and the forming of the national army, the six Australian colonial governments sent contingents to South Africa to serve in the Second Boer War. These soldiers were paid by the British government and as such were technically part of the British Army.

The first detachment, sent in October 1899, was known as The Australian Regiment and was an infantry unit, made up mainly of volunteers from the Colonies of Victoria, Tasmania, South Australia and Western Australia, who left on one ship for Cape Town. Due to the way the war developed, these troops were converted from infantry to mounted infantry.

Strong resistance from the Afrikaner forces led to further recruiting in the Australian colonies. Known as Bushmen's Contingents, these soldiers were usually volunteers with horse-riding and shooting skills but no military experience. After Federation in 1901, eight Australian Commonwealth Horse battalions were sent.

Many of the Australian units were short-lived and subject to frequent restructuring. Some Australians were also transferred to multinational units, such as the Bushveldt Carbineers, famed as the last unit in which Harry "Breaker" Morant and Peter Hancock served, before their court martial and execution for alleged war crimes.

Australian units served at many notable actions, including Sunnyside, Slingersfontein, Pink Hill, the Relief of Kimberley, Paardeburg, the Siege of Eland's River, Rhenosterkop and Haartebeestefontein. In all, 16,175 Australians, with 16,314 horses, served in the Boer War; 251 were killed in action, 267 died of other causes and 43 went missing in action. Five Victoria Crosses were awarded to members of the Australian contingents.

Federation and the Two Armies: Militia and Permanent Forces, 1901–1947

As the Boer War raged, the Commonwealth of Australia was founded on January 1, 1901. On March 1, 1901 the Australian Army was established and 28,923 colonial soldiers, comprised of 1,457 professional soldiers, 18,603 paid militia and 8,863 unpaid volunteers, were transferred into it. However, the individual units continued to be administered under the various colonial Acts. Major-General Sir Edward Hutton, a former commander of the New South Wales Military Forces, became the first commander of the Commonwealth Forces on December 26, 1901 and set to work devising an integrated structure for the new army.

The Defence Act of 1903 brought all of the units under one piece of legislation; more significantly, it prevented the raising of standing infantry units and specified that militia forces could not be used in industrial disputes, and could not serve outside Australia. The vast majority of soldiers remained in militia units, now known as the Citizen Military Forces (CMF).

In 1911, two significant changes followed a report by Lord Kitchener: the Royal Military College, Duntroon was established and; a system of universal national service began: boys aged 12 to 18 became cadets, and men aged 18 to 26 had to serve in the CMF.

World War I, 1914-1918

When the United Kingdom declared war on Germany at the start of World War I, the Australian government followed without hesitation. This was considered to be expected by the Australian public, because of the very large number of British-born

citizens and first generation Anglo-Australians at the time. By the end of the war, almost 20% of those who served in the Australian forces had been born in the United Kingdom, even though nearly all enlistments had occurred in Australia.

Because existing militia forces were unable to serve overseas, an all-volunteer expeditionary force, the Australian Imperial Force (AIF) was formed from August 15, 1914. The Australian government had pledged to supply 20,000 men, organized as one infantry division and one light horse brigade plus supporting units. The first commander of the AIF was General William Bridges, who also assumed direct command of the infantry division.

However, the first target for Australian action was close to home, seizing German colonial outposts in the south-west Pacific and New Guinea. The 2000-man force assembled for this purpose, known as the Australian Naval and Military Expeditionary Force, landed near Rabaul on September 11, 1914 and after some fighting, the German garrison surrendered on September 21.

Departing from Western Australia on November 1, 1914, the AIF was sent initially to British-controlled Egypt, to pre-empt any attack by the Ottoman Empire, and with a view to opening another front against the Central Powers. The AIF had four infantry brigades with the first three making up the 1st Division. The 4th Brigade was joined with the sole New Zealand infantry brigade to form the New Zealand and Australian Division.

The combined Australian and New Zealand Army Corps (ANZAC), commanded by British general William Birdwood, went into action when Allied forces landed on the Gallipoli Peninsula on April 25, 1915 (now commemorated as ANZAC Day). The Battle of Gallipoli would last for eight months of bloody stalemate. By the end of the campaign, Australian casualties were 8,700 killed and 19,000 wounded or sick. The original AIF contingent had continued to grow with the arrival of the 2nd Division which was formed in Egypt and went to Gallipoli in August.

After the withdrawal from Gallipoli, the infantry underwent a major expansion with the two veteran divisions (1st and 2nd) being split to create an additional two divisions (4th and 5th). The 3rd Division was formed in Australia and sent to the Western Front, in France. The light horse brigades had served as infantry at Gallipoli. In 1916, they were reunited with their horses and formed into cavalry divisions in Egypt to campaign against Turkish forces in the Sinai and Palestine. Australia also supplied the majority of troops for the newly formed Imperial Camel Corps Brigade.

The first Australian division to see action on the Western Front was the 5th Division which was thrown unprepared into the futile Battle of Fromelles, a "diversion" to the Battle of the Somme that cost the division 5,500 casualties for no gain. The 1st, 2nd and 4th Divisions, combined as I Anzac Corps, fought the Battle of Pozières and subsequent Battle of Mouquet Farm, part of the Battle of the Somme. In Egypt, the light horse had helped repulse the Turkish attempt capture the Suez Canal in the Battle of Romani.

During 1917, the five divisions in France fought in three Allied offensives: the Battle of Bullecourt (part of the Battle of Arras), the Battle of Messines and the Third Battle of Ypres. Meanwhile the light horse had entered southern Palestine. After two attempts to break through the Turkish defenses at Gaza, the decisive victory was achieved

in the Third Battle of Gaza in which the Australians captured the town of Beersheba in a dramatic cavalry charge. By the end of the year, British forces had captured Jerusalem.

The German Spring Offensive of early 1918 broke through British lines south of the Somme. The Australians were called on to halt the German advance east of Amiens at the town of Villers-Bretonneux. In preparation for the British counter-offensive, the newly formed Australian Corps commanded by General John Monash, fought the Battle of Hamel, widely regarded as the finest set-piece strategy of the war on the Western Front. The final Allied offensive began with the Battle of Amiens on August 8, and the Australian divisions, along with the Canadian Corps, spearheaded the advance south of the Somme. By the end of September, the Australian divisions were severely depleted, with only the 3rd and the (rebuilt) 5th deemed to be fit for action. On October 5 the Australian Corps was withdrawn to rest and saw no more fighting before the war ended.

In the Middle East, the light horse had endured summer in the Jordan Valley before leading the British offensive in the final Battle of Megiddo. The 10th Light Horse Regiment was the first Allied unit to reach Damascus.

A total of 331,814 Australians were sent overseas to serve as part of the AIF, which represented 13% of the white male population. About 2,100 women served with the 1st AIF, mainly as nurses. 18% (61,859) of those who served in the AIF were killed. The casualty rate (killed or wounded) was 64%, reportedly the highest of any country which took part in World War I. This casualty rate was exacerbated by a perpetual manpower shortage in the AIF due to the fact that it remained a volunteer force for the duration of the war--the only British or Dominion force to do so. Two referendums on conscription had been defeated, preserving the volunteer status, but stretching the reserves towards the end of the war.

The Interwar Period, 1919–39

After the end of the First World War, the Australian Army dramatically cutback its standing forces. There was still a large pool of volunteers to choose from, and due to the Great Depression vacancies were quickly filled, as they were steady, relatively well paying jobs.

World War Two, 1939–1945

When war broke out between Britain and Germany in 1939, the 2nd AIF was formed, to fight in France. The AIF's main strength would consist of four divisions raised in 1939–40: the 6th, 7th, 8th and 9th. Major-General Thomas Blamey was appointed commander of the 2nd AIF.

Compulsory military service was introduced and all men over 21 had to complete three months training with the Militia. However, to ensure home defenses, Militia members were barred from joining the AIF.

After British forces withdrew from France in the face of the German Blitzkrieg, the 6th, 7th and 9th Divisions, as I Corps, were sent to Egypt. From late 1940, the individual divisions faced Italian and German forces in North Africa. The 6th Division then experienced many casualties in mainland Greece, and on Crete, and 3,000 of its

personnel were taken prisoner. The 7th Division formed the body of the successful Allied invasion of Vichy French-controlled Lebanon and Syria in 1941.

Between April and August 1941 up to 14,000 Australians, under the command of Lieutenant-General Leslie Morshead were besieged in Tobruk by a German-Italian army commanded by General Erwin Rommel. The Allied garrison, largely Australian, consisted of the 9th Division, the 18th Brigade of the 7th Division and four regiments of British artillery. In late 1941, a start was made on raising an 1st Armoured Division, as part of the AIF.

As fears of war with Japan mounted, most of the 8th Division was sent to Singapore, to strengthen the British garrison; the remaining battalions were deployed in the islands to Australia's north, at Rabaul, Ambon and Timor. Following short but bloody campaigns in Malaya and the islands, virtually all of the 8th Division was lost, when stronger Japanese forces swept through South East Asia, in early 1942. In the Fall of Singapore alone, more than 15,000 Australians were taken prisoner. The 6th and 7th Divisions were recalled to Australia, as the country faced the prospect of invasion.

Blamey was appointed Commander-in-Chief in March 1942 and in April a major re-organization took place. The name First Army--which previously referred to a Militia formation--was reassigned to I Corps, which was expanded to army size with the inclusion of Militia divisions. The 1st Army's initial area of responsibility was the defense of Queensland and northern New South Wales. The Second Army was responsible for south-eastern Australia; the other components of Australia's defenses were III Corps (in Western Australia), the Northern Territory Force and New Guinea Force. Conscription was effectively introduced in mid-1942, when all men 18 to 35, and single men aged 35 to 45, were required to join the CMF. In addition, the Army's armored force was greatly expanded.

In February 1942, a change in regulations meant that if 65 percent of the official, establishment strength of a Militia unit, or 75 percent of the actual personnel, volunteered for the AIF, the unit became an AIF unit. At the time, the CMF were often scorned as "chocolate soldiers," or "chockos," because they were barred from fighting overseas. Nevertheless, Militia units distinguished themselves and suffered extremely high casualties during 1942, in New Guinea, which was then an Australian territory. The prime example was the 39th (Militia) Battalion, many of them very young, untrained and poorly equipped, who distinguished themselves and suffered heavy casualties, in the stubborn rearguard action on the Kokoda Track.

By late 1942, the 7th Division was beginning to relieve the Militia in New Guinea. In August as the Kokoda battles raged, Militia and 7th Division units formed the bulk of Australian forces at the Battle of Milne Bay, the first outright defeat inflicted on Japanese land forces. The 6th and 7th Divisions, with Militia units and elements of the 1st Armoured, formed a large part of Allied forces which destroyed the major Japanese beachhead in New Guinea, at the Battle of Buna-Gona.

In 1943, the Defence Act was changed to allow Militia units to serve south of the Equator in South East Asia. The 9th Division remained in North Africa and distinguished itself at the Second Battle of El Alamein, after which victory over Rommel was assured, and returned to Australia in 1943. Later that year it was pitched into battle against Japanese forces in New Guinea.

General Douglas MacArthur, the Supreme Allied Commander in the South West Pacific, was resented for his treatment of Australian forces. After the surrender of Allied forces in the Philippines, Australian ground forces comprised 100% of MacArthur's ground forces. As US forces re-built, however, he increasingly used Australian units for secondary assignments. The campaign on Bougainville after the departure of US forces is considered to be an example of this.

The 1st Army took responsibility for mopping-up and controlling areas which flanked US forces' "island-hopping" campaign towards Japan. Australian units were also responsible for the last phase of amphibious assaults during the Pacific War: the attacks on Japanese-occupied Borneo, including Tarakan, Brunei, British Borneo, Balikpapan and other targets in Sarawak.

A planned invasion of the Japanese home island of Honshu in 1946, Operation Coronet, would probably have included a proposed Australian 10th Division, formed from existing AIF personnel. However, the nuclear attacks on Hiroshima and Nagasaki caused Japan to surrender before the invasion became necessary.

Compulsory military service ended in 1945, and most Australian personnel had been demobilized by the end of 1946. Out of more than 724,000 army personnel during World War Two, almost 400,000 served outside Australia. More than 18,000 died; 22,000 were wounded and more than 20,000 became prisoners of war.

Occupation of Japan, 1945-1951

The British Commonwealth Occupation Force (BCOF), was the name of the joint Australian, British, Indian and New Zealand military forces in occupied Japan, from February 21, 1946 until the end of occupation in 1952. Overall, Australians made up by far the biggest proportion of BCOF, and the army made up of most of the Australians. At its peak, BCOF comprised 40,000 personnel, equal to about 10% of the US military personnel in Japan.

The army contingent was centered around Australia's first ever standing infantry unit, the 34th Infantry Brigade, which had been formed from 2nd AIF and Militia personnel on Morotai in late 1945. The three battalions in the Brigade were redesignated to form the Royal Australian Regiment in 1947. The position of General officer Commanding BCOF was always filled by an Australian Army officer.

While US forces were responsible for military government, BCOF was responsible for supervising demilitarization and the disposal of Japan's war industries. BCOF was also responsible for occupation of the western prefectures of Shimane, Yamaguchi, Tottori, Okayama, Hiroshima and Shikoku Island. BCOF headquarters was at Kure.

The Australian component of BCOF was responsible for over 20 million Japanese citizens, within a 57,000 square kilometer area. During 1947, the BCOF began to wind down its presence in Japan. However, BCOF bases provided staging posts for Australian and other Commonwealth forces deployed to the Korean War, from 1949 onwards. BCOF was effectively wound-up in 1951, as control of Commonwealth forces in Japan was transferred to British Commonwealth Forces Korea.

Korean War, 1950-1953

The crisis in Korea originated in the closing phases of World War Two, when control of the Korean peninsula, formerly occupied by Japan, was entrusted to the Allies, and the United States and the Soviet Union divided responsibility for the country between them at the 38th parallel. Over the course of the next few years, the Soviet Union fostered a strong communist regime in the north, while the US supported the government in the south; by mid-1950, tensions between the two zones, each under a different regime, had escalated to the point where two hostile armies were building up along the border. On 25 June the North Korean army finally crossed into the southern zone and advanced towards the capital, Seoul. The city fell in less than a week, and North Korean forces continued their southward drive towards the strategically important port of Pusan.

Within two days, the US had offered air and sea support to South Korea, and the United Nations Security Council asked all its members to assist in repelling the North Korean attack. Twenty-one nations responded by providing troops, ships, aircraft and medical teams. Australia's contribution included 77 Squadron of the Royal Australian Air Force (RAAF) and the 3rd Battalion, Royal Australian Regiment (3 RAR), both of which were stationed in Japan at the time as part of the British Commonwealth Occupation Force.

When 3 RAR arrived in Pusan on 28 September, the North Korean advance had been halted and their army was in full retreat. The Supreme Commander of the UN forces, General Douglas MacArthur, was given permission to pursue them into North Korea despite warnings from the Chinese government that it would not countenance any UN troops crossing the border. 3 RAR moved north as part of the invasion force and fought their first major action near the North Korean capital, Pyongyang. As the UN forces continued their advance towards the Yalu River on the border between North Korea and Manchuria, a series of successes led many to believe that the UN forces would soon bring the war to an end.

At the same time, unbeknown to the UN commanders, the Chinese government had made good its threat and moved 18 divisions into North Korea. They struck with overwhelming force against US troops on 1 November and sent them into retreat. By mid-November, despite the continuing Chinese attacks in the harsh winter weather, MacArthur prepared a massive advance to the Yalu River to defeat the North Korean and Chinese forces once and for all. But only one day after the attack commenced the Chinese struck back, inflicting successive defeats on the UN forces and forcing them into retreat towards the 38th parallel.

The Chinese halted their offensive in January 1951, Seoul once again having fallen to the invading forces. At the UN headquarters in New York, efforts were made to conclude a ceasefire with the communist coalition, but negotiations broke down before any progress had been made. By the end of February, Chinese resistance collapsed south of the Han River near Seoul, and UN forces in recaptured the city mid-March. UN commanders were then faced with the question of whether to cross the 38th parallel once again. Opinions were divided between those who favored a cease-fire along the border and those, including MacArthur, who wished to renew the northward advance. On 11

April 1951 MacArthur was dismissed from his command, as it was feared in Washington that his intemperance was likely to escalate the war.

Australian troops participated in two major battles in 1951. On the evening of 22 April, Chinese forces attacked the Kapyong valley and forced South Korean and New Zealand troops into retreat; other UN troops, including Australians, were ordered to halt the attack. After a night of fierce fighting, during which their positions were overrun, the Australians recaptured their positions and stalled the Chinese advance, at a cost of only 32 men killed and 53 wounded. For their contribution to this action, 3 RAR was awarded a US Presidential Citation.

The second major battle for the Australians was Operation Commando, an attack against a Chinese-held salient in a bend of the Imjin, a river running north south that crosses the 38th parallel just above Seoul. Here the Commonwealth Division, including the Australians, had two key objectives--Hills 355 and 317. The attack began on 3 October 1951, and after five days of heavy fighting the Chinese withdrew. Twenty Australians were killed in the battle and 89 were wounded.

From 1951 on, both sides found themselves engaged in a war of attrition reminiscent of the Western Front, where men lived in tunnels, redoubts and sandbagged forts behind barbed wire defenses. The war was generally fought with artillery and mines and in set-piece battles; at night patrols ventured into no man's land to raid enemy positions. Between 1951 and the war's end, 3 RAR occupied trenches at the eastern extremity of the Commonwealth Division's position in hills north-east of the Imjin River. There they faced heavily fortified Chinese positions across a stretch of no man's land, which ranged from 300 meters to 2 kilometers in width.

As the war settled into stalemate it became apparent that a negotiated truce was the only solution, but military pressure was maintained on the communist forces, the better to extract concessions at the peace talks. As fighting continued, however, many of the UN combatants grew less willing to contribute more ground forces to the conflict. While some countries were keen to extricate their troops from Korea, Australia increased its commitment, and the government sent a second battalion, 1 RAR, which joined the Commonwealth Division on 1 June 1952. The battalion remained in Korea for twelve months, leaving in March 1953 and replaced by 2 RAR in April.

After two years and 17 days of negotiations, even as heavy fighting continued at the front, the UN and North Korean leaderships signed an agreement on 27 July 1953. This agreement technically brought the war to an end, but a state of suspended hostilities continued to exist between North and South Korea for many years, and even today the situation remains unresolved. In the three years of fighting 1,263 men of the Commonwealth forces were killed and a further 4,817 were wounded, while the US lost 33,000 men. Australian casualties numbered more than 1,500, of whom 339 were killed. Almost half a million South Koreans died as a result of the war, and an unknown number of North Koreans and Chinese.

Malayan Emergency, 1950 - 1960

The Malayan Emergency was declared on 18 June 1948 after three estate managers were murdered in Perak, northern Malaya, by guerrillas of the Malayan

Communist Party (MCP), an outgrowth of the anti-Japanese guerrilla movement that had emerged during World War Two. Despite never having had more than a few thousand members, the MCP was able to draw on the support of many disaffected Malayan Chinese, who were upset that British promises of an easier path to full Malayan citizenship had not been fulfilled. The harsh post-war economic and social conditions also contributed to the rise of anti-government activity.

The Malayan government was slow to react to the MCP at first and did not appoint a director of operations to counter the insurgency until March 1950. The new director planned to address the underlying economic, social and political problems facing the Chinese community while at the same time bringing government control to the fringe areas where the MCP received much of its support. Before this plan was fully implemented, however, the situation deteriorated further with the assassination of the British High Commissioner in October 1951. The attack galvanized British resolve to meet the threat posed by the MCP, and the Malayan government, in turn, stepped up counter-insurgency measures. Prolonged operations were undertaken against the communists in an effort to destroy their base of support in local communities and to drive them into the jungle, where it would be difficult for them to receive supplies from supporters.

Australia's involvement in the Emergency began in 1950 with the arrival of RAAF aircraft and personnel in Singapore. As the capacity of army and police units operating against the communists improved, however, the need for air power decreased, and by 1952 aircraft were increasingly used as part of combined air-ground assaults against the communists. One of the major military successes of the conflict was one such coordinated operation in July 1954, east of Ipoh in Perak state. In Operation Termite, as the exercise was known, five RAAF Lincolns and six from a Royal Air Force squadron made simultaneous attacks on two communist camps, followed by paratroop drops, a ground attack and further bombing runs ten days later. The operation destroyed 181 camps and killed thirteen communists; one communist surrendered.

By October 1955, when the 2nd Battalion, Royal Australian Regiment (2 RAR), arrived in Penang, the outcome of the Emergency was no longer in doubt, although a lengthy "mopping up" stage followed, largely undertaken by Australian troops. After several false starts 2 RAR crossed to the mainland in January 1956 to begin anti-communist operations. Over the next 20 months, as part of 28 Commonwealth Brigade, 2 RAR participated in a variety of operations, mainly in Perak, one of the main areas of communist activity. Their work consisted of extensive patrolling, watching for contacts in the rubber plantations and mounting a perimeter guard on the New Villages, settlements that the government had established to provide infrastructure and services in outlying areas in the hope of denying the guerrillas access to their support base. Contacts were rare, however, and the battalion had a mixed record, killing two communists in an ambush on 25 June 1956 but losing three of its own troops.

In October 1957, 2 RAR left Malaya and was replaced by 3 RAR in the same month. After six weeks of training in jungle warfare 3 RAR began driving the insurgents into the jungle in Perak and Kedah, separating them from food and other supplies. Early successes for the battalion confirmed the growing ascendancy of the security forces over the communists, and by April 1959 one of the main communist centers, Perak, was

declared secure. By late 1959 operations against the communists were in their final phase and many communists had crossed Malaya's northern border into Thailand. 3 RAR left Malaya in October 1959 to be replaced by 1 RAR. Although operating in the border region 1 RAR made no contact with the enemy and were forbidden to move into Thailand, even when the presence and location of communists was known.

As the threat continued to dissipate, the Malayan government officially declared the Emergency over on 31 July 1960, though 1 RAR remained in Malaya until October the following year, when 2 RAR returned for a second tour. In August 1962 the battalion was committed to anti-communist operations in Perlis and Kedah, completing its tour in August 1963.

In addition to air and infantry forces, Australia also provided artillery and engineering support, and an airfield construction squadron built the main runway for the air force base at Butterworth. Australian ground forces in Malaya formed part of Australia's contribution to the Far East Strategic Reserve, which was set up in April 1955 primarily to deter external communist aggression against countries in south-east Asia, especially Malaya and Singapore.

Lasting 13 years, the Malayan Emergency was the longest continuous military commitment in Australia's history. Thirty-nine Australian servicemen were killed in Malaya, although only 15 of these deaths occurred as a result of operations, and 27 were wounded, most of who were in the army.

Vietnam War, 1962-1972

Australian support for South Vietnam in the early 1960s was in keeping with the policies of other nations, particularly the United States, to stem the spread of communism in Europe and Asia. In 1961 and in 1962, Ngo Dinh Diem, leader of the government in South Vietnam, repeatedly requested assistance from the US and its allies to improve its security. Australia eventually responded with 30 military advisers, dispatched as the Australian Army Training Team Vietnam, known as "the Team." Their arrival in South Vietnam during July and August 1962 was the beginning of Australia's involvement in the war in Vietnam.

By early 1965, when it had become clear that South Vietnam could not stave off the communist insurgents and their North Vietnamese comrades for more than a few months, the US commenced a major escalation of the war, and by the end of the year it had committed 200,000 troops to the conflict. As part of the build up, the US government requested further support from friendly countries in the region, including Australia. The Australian government dispatched the 1st Battalion, Royal Australian Regiment (1 RAR), in June 1965 to serve alongside the US 173rd Airborne Brigade in Bien Hoa province.

The following year the Australian government's concern grew to the point where it felt that, if Australia were involved in the conflict, its presence should be both strong and identifiable. In March 1966 the government announced the dispatch of a taskforce to replace 1 RAR, consisting of two battalions and support services (including a RAAF squadron of Iroquois helicopters), to be based at Nui Dat, Phouc Tuy province. Unlike 1 RAR, the taskforce was assigned its own area of operations and included conscripts who had been called up under the National Service Scheme, introduced in 1964. All nine

battalions of RAR served in the taskforce at one time or another before it was withdrawn in 1971; at the height of Australian involvement it numbered some 8,500 troops.

In August 1966, a company of 6 RAR was engaged in one of Australia's heaviest actions of the war near Long Tan. After three hours of fierce fighting, during which it seemed that the Australian forces would be overrun by the enemy's greater numbers, the Viet Cong withdrew, leaving behind 245 dead and carrying away many more dead and wounded. Eighteen Australians had been killed and twenty-four were wounded, and the battle eliminated communist dominance over the province.

The year 1968 began with a major offensive by the Viet Cong and North Vietnamese Army, launched during the Vietnamese lunar New Year holiday period, known as "Tet." Not only the timing but the scale of the offensive came as a complete surprise, taking in cities, towns and military installations in South Vietnam; while the "Tet Offensive" ultimately ended in military defeat for the communists, the very fact of it scored them a propaganda victory. US military planners began to question whether a decisive victory could ever be achieved; and the offensive stimulated the US public's growing opposition to the war. For Australian troops, the effects of the offensive were felt around their base at Nui Dat where a Viet Cong attack on targets around Baria, the provincial capital, was repulsed with few casualties.

By 1969 anti-war protests were gathering momentum in Australia. Opposition to conscription mounted as more people came to believe that the war could not be won. A "Don't Register" campaign, an attempt to dissuade young men from registering for conscription, gained increasing support, and some of the protests grew violent. The US government began to implement a policy of "Vietnamisation", the term coined for a gradual withdrawal of US forces that would leave the war in the hands of the South Vietnamese. With the start of these phased withdrawals, the emphasis of the activities of the Australians in Phouc Tuy province shifted to the provision of training to the South Vietnamese Regional and Popular Forces.

At the end of April 1970, US and South Vietnamese troops were ordered to cross the border into Cambodia. While the invasion succeeded in capturing large quantities of North Vietnamese arms, destroying bunkers and sanctuaries and killing enemy soldiers, it ultimately proved disastrous. By bringing combat into Cambodia, the invasion drove many people to join the underground opposition, the Khmer Rouge, irreparably weakening the Cambodian government. When the Khmer Rouge came to power in April 1975, it imposed a cruel and repressive regime that killed several million Cambodians. The extension of the war into a sovereign state, formally neutral, further inflamed anti-war sentiment in the US and provided the impetus for further anti-war demonstrations in Australia. In the well-known moratoriums of 1970, more than 200,000 people gathered to protest against the war in cities and towns throughout the country.

In early 1975, the communists launched a major offensive in the north of South Vietnam, which resulted in the fall of Saigon on 30 April. From the time of the arrival of the first members of the Team in 1962 some 50,000 Australians, including ground troops and Air Force and Navy personnel, served in Vietnam; 520 died as a result of the war, and almost 2,400 were wounded. The war was the cause of the greatest social and political dissent in Australia since the conscription referendums of World War One.

Many draft resisters, conscientious objectors and protesters had been fined or jailed, while soldiers sometimes met a hostile reception on their return home.

Indonesian Confrontation, 1963–66

Between 1963 and 1966 Indonesia and Malaysia fought a small, undeclared war that came to involve troops from Australia and the UK. The conflict resulted from a belief by Indonesia's President Sukarno that the creation of the Federation of Malaysia, which became official in September 1963, represented an attempt by Britain to maintain colonial rule behind the cloak of independence granted to its former colonial possessions in Southeast Asia.

The term "Confrontation" was coined by Indonesia's Foreign Minister, Dr. Subandrio, in January 1963, and it has come to refer to Indonesia's efforts at that time to destabilize the new federation, with a view to breaking it up. The actual war began when Indonesia launched a series of cross-border raids into Malaysian territory in early 1963.

The antagonism that gave rise to Confrontation was already apparent in December 1962, when a small party of armed insurgents, with Indonesian backing, attempted to seize power in the independent enclave of Brunei, only to be defeated by British troops from Singapore. By early 1963 military activity had increased along the Indonesian side of the border in Borneo, as small parties of armed men began infiltrating Malaysian territory on propaganda and sabotage missions. These cross-border raids, carried out by Indonesian "volunteers," continued throughout 1963; by 1964 Indonesian regular army units had also become involved.

Australian units that fought during Confrontation did so as part of a larger British and Commonwealth force under overall British command. Australia's commitment to operations against Indonesia in Borneo and West Malaysia fell within the context of its membership in the Far East Strategic Reserve.

At first the Australian government kept its troops from becoming involved in Confrontation, not least because of fears that the conflict would spread to the long-- and difficult to defend--border between Papua New Guinea and Indonesia. Requests from both the British and Malaysian governments in 1963-64 for the deployment of Australian troops in Borneo met with refusal, though the Australian government did agree that its troops could be used for the defence of the Malay Peninsula against external attack. In the event, such attacks occurred twice, in September and October 1964, when Indonesia launched paratroop and amphibious raids against Labis and Pontian, on the southwestern side of the peninsula. Members of the 3rd Battalion, Royal Australian Regiment (3 RAR) were used in clean-up operations against the invading troops. Although these attacks were easily repelled, they did pose a serious risk of escalating the fighting; the Australian government relented in January 1965 and agreed to the deployment of a battalion in Borneo.

The military situation in Borneo thus far had consisted of company bases located along the border between Indonesia and Malaysia to protect centers of population from enemy incursions. By 1965 the British government had given permission for more aggressive action to be taken, and the security forces now mounted cross-border operations with the purpose of obtaining intelligence and forcing the Indonesians to

remain on the defensive on their own side of the border. Uncertain where the Commonwealth forces might strike next, the Indonesians increasingly devoted their resources to protecting their own positions and correspondingly less on offensive operations, although these continued on a much-reduced scale.

The first Australian battalion, 3 RAR, arrived in Borneo in March 1965 and served in Sarawak until the end of July. During this time the battalion conducted extensive operations on both sides of the border, were engaged in four major contacts with Indonesian units, and twice suffered casualties from land mines. The 4th Battalion, Royal Australian Regiment (4 RAR) also served in Sarawak from April until August 1966. It also operated on the Indonesian side of the border and was involved in clashes with Indonesian regulars. Altogether, two squadrons of the Special Air Service, a troop of the Royal Australian Signals, several artillery batteries and parties of the Royal Australian Engineers were involved in Borneo, in addition to the two infantry battalions.

Continuing negotiations between Indonesia and Malaysia ended the conflict, and the two sides signed a peace treaty in Bangkok in August 1966. Twenty-three Australians were killed during Confrontation, seven of them on operations, and eight were wounded. Because of the sensitivity of the cross-border operations, which remained secret at the time, Confrontation received very little coverage in the Australian press.

Gulf War, 1991

The Australian Army's contribution to the 1991 Gulf War was limited to a small detachment from the 16th Air Defence Regiment. This detachment provided point defense for two Royal Australian Navy ships. A small number of Australian Army officers on exchange with US and UK units also participated. There were no Australian casualties.

Immediately following the 1991 Gulf War in response to displaced Kurdish refugees, an Australian medical unit of 75 personnel drawn mostly from the Army's 2nd Field Ambulance was deployed between 16 May and 30 June 1991 to northern Iraq as Australia's contribution to Operation Provide Comfort.

Peacekeeping in the 1990s

With the end of the Cold War, the 1990s proved to be a busy decade in the history of multinational peacekeeping.

In Cambodia, Australia had taken a leading diplomatic role in the search for a settlement to factional strife in a country still suffering the effects of the genocidal Pol Pot regime of the 1970s. The Australian contribution to the resulting UN Transitional Authority in Cambodia (UNTAC) operation in 1992-93 included the force commander, Major General John Sanderson, and the operation's communications component.

Australian Army engineers trained indigenous forces in demining techniques and provided technical quality control over UN demining operations in Pakistan and Afghanistan 1989-93, Cambodia 1994-98, and Mozambique 1994-2002.

In Somalia, the Australian contribution to the US-led Operation Restore Hope was the 1st Battalion, Royal Australian Regiment (1 RAR) group that provided security and delivered humanitarian aid in the Baidoa area from December 1992 to May 1993.

In Rwanda, in response to genocidal civil violence, a 300 strong contingent centered on medical staff provided medical support to members of the United Nations Assistance Mission for Rwanda in 1994-95.

In 1997-98, Australians also served in Bougainville as peacekeepers to help implement a settlement between the Papua New Guinea government and the separatist Bougainville Revolutionary Army.

Then in 1999, Australia led a peace enforcement operation that dwarfed all its previous peacekeeping efforts, as East Timor achieved independence from Indonesia.

East Timor, 1999-2004

The Portuguese colony of East Timor was invaded by Indonesia in 1975. After almost a quarter-century of bloodshed in the territory, a new Indonesian government under President Habibie agreed to allow the East Timorese to vote on their future. A UN operation--the United Nations Mission in East Timor (UNAMET)--was established to organize and conduct the vote, which was held at the end of August 1999 and resulted in an overwhelming vote in favor of independence.

Tragically, once the result had been announced, pro-Indonesian militias, sometimes with the support of elements of the Indonesian security forces, launched a campaign of violence, looting and arson throughout the entire territory. Many East Timorese were killed, and as many as 500,000 were displaced from their homes, about half leaving the territory, in some cases under threat of violence.

Eventually, as the violence remained uncontrolled, Indonesia agreed to the deployment of a multinational peacekeeping force. Australia, which had contributed police to UNAMET, organized and led the International Force for East Timor (INTERFET), a non-UN force operating in accordance with UN resolutions. INTERFET, with the role of restoring peace and security, protecting and supporting UNAMET, and facilitating humanitarian assistance operations, began arriving on 12 September 1999. Australia contributed over 5,500 personnel and the force commander, Major General Peter Cosgrove.

With the withdrawal of the Indonesian armed forces, police and administrative officials from East Timor, UNAMET re-established its headquarters in Dili on 28 September. On 19 October 1999, Indonesia formally recognized the result of the referendum. Shortly thereafter, the United Nations Transitional Administration in East Timor (UNTAET) was established as an integrated, multi-dimensional peacekeeping operation, fully responsible for the administration of East Timor during its transition to independence. The hand-over of command of military operations from INTERFET to UNTAET was completed on 28 February 2000. Australia continued to support the subsequent UN peacekeeping operations with progressively reducing personnel numbers until 2005.

Afghanistan, 2001-Present

The Australian Army contribution to the US-led Operation Enduring Freedom has varied over the course of the operation. It has included a Special Forces Task Group with aviation support elements. From 2006, it included a 240 strong contingent as part of a Netherlands-led Provincial Reconstruction Team in Oruzgun province.

Iraq, 2003-Present

The Australian Army contribution to the US-led Operation Iraqi Freedom has varied over the course of the operation. It included a Special Forces Task Group in the major combat phase in 2003. Since 2003, a 110 strong security detachment has provided security to the Australian Embassy in Bagdad. Since 2005, a 470 strong task group to provide security in al-Muthanna province. A number of training teams have deployed to train Iraqi security forces and about 95 personnel serve in the multinational force headquarters and units.

Solomon Islands, 2003-Present

In response to a deteriorating security environment the Solomon Islands Government requested international assistance in 2003. The Regional Assistance Mission Solomon Islands (RAMSI) deployed in July 2003 to restore law and order and consisted of 2,200 police and military personnel from 20 nations. The Australian Army contribution included the 2nd Battalion Royal Australian Regiment (2 RAR) group and the military component commander, Lieutenant Colonel John Frewen. Australia has continued to support RAMSI with progressively reducing personnel numbers until 2006.

Timor Leste, 2006-Present

In response to a deteriorating security environment the Timor Leste Government requested international assistance in May 2006. The force deployed on 25 May 2006 to restore law and order and consisted of 2,000 police and military personnel from several nations. The Australian Army contribution included the 3rd Battalion Royal Australian Regiment (3 RAR) group and a commando company.

APPENDIX B
SAMPLE INCORPORATED ASSOCIATION RULES

This appendix provides a sample of the rules for an incorporated association.

SAMPLE ASSOCIATION, INC
Address

RULES

ASSOCIATIONS INCORPORATION ACT 1981

SAMPLE ASSOCIATION, INC. RULES

Preliminary

Name

1. The name of the Incorporated Association is SAMPLE ASSOCIATION, INC.

Interpretation

- (1) In these Rules, unless the contrary intention appears

"Act" means the Associations Incorporation Act 1981.

"Committee" means the Committee of Management of the Association.

"Financial Year" means the year ending on 30th June.

"General Meeting" means a general meeting of members convened in accordance with Rule 12.

"Member" means a member of the Association.

"Ordinary Member of the Committee" means a member of the Committee who is not an officer of the Association under Rule 21.

"Regulations" means Regulations under the Act.

"Relevant Documents" has the same meaning as in the Act.

- (2) In these Rules, a reference to the Secretary of an Association is a reference:

(a) If a person holds office under these Rules as Secretary of the Association - to that person; and

(b) In any other case, to the Public Officer of the Association.

Alteration of Rules

3. These Rules and the Statement of Purposes of the Association must not be altered except in accordance with the Act.

Membership

Membership, Entry Fees and Subscription

4.
 - (1) A person who applies and is approved for membership as provided in these Rules is eligible to be a member of the Association on payment of the entrance fee and annual subscription payable under these Rules.
 - (2) A person who is not a member of the Association at the time of the incorporation of the Association (or who was a member at that time but has ceased to be a member) must not be admitted to membership unless:
 - (a) He or she applies for membership in accordance with Rule 4(3); and
 - (b) The admission as a member is approved by the Committee.
 - (3) An application of a person for membership of the Association must:
 - (a) Be made in writing in the form set out in appendix 1 (not included); and
 - (b) Be lodged with the Secretary of the Association.
 - (4) As soon as practicable after the receipt of an application, the Secretary must refer the application to the Committee.
 - (5) The Committee must determine whether to approve or to reject the application.
 - (6) If the Committee approves an application for membership, the Secretary must, as soon as practicable:
 - (a) Notify the applicant in writing of the approval for membership; and
 - (b) Request payment within 28 days after receipt of the notification of the sum payable under these Rules as the entrance fee and the first year's annual subscription.
 - (7) The Secretary must, within 28 days after receipt of the amounts referred to in Rule 4(6), enter the applicant's name in the register of members.

- (8) An applicant for membership becomes a member and is entitled to exercise the rights of membership when his or her name is entered in the register of members.
- (9) If the Committee rejects an application, the Committee must, as soon as practicable, notify the applicant in writing that the application has been rejected.
- (10) A right, privilege or obligation of a person by reason of membership of the Association:
 - (a) Is not capable of being transferred or transmitted to another person; and
 - (b) Terminates upon the cessation of membership whether by death or resignation or otherwise.
- (11) The entrance fee is the relevant amount set out in Appendix 2 (not included).
- (12) The annual subscription is the relevant amount set out in Appendix 2 (not included) and is payable in advance on or before 1st July in each year.

Register of Members

- 5. (1) The Secretary must keep and maintain a register of members containing:
 - (a) The name and address of each member; and
 - (b) The date on which each member's name was entered in the register.
- (2) The register is available for inspection free of charge by any member upon request.
- (3) A member may make a copy of entries in the register.

Ceasing Membership

- 6. (1) A member of the Association who has paid all moneys due and payable by a member to the Association may resign from the Association by giving one months' notice in writing to the Secretary of his or her intention to resign.

- (2) After the expiry of the period referred to in Rule 6(1):
- (a) The member ceases to be a member; and
 - (b) The Secretary must record in the register of members the date on which the member ceased to be a member.

Discipline, Suspension and Expulsion of Members

7. (1) Subject to these Rules, if the Committee is of the opinion that a member has refused or neglected to comply with these Rules, or has been guilty of conduct unbecoming a member or prejudicial to the interests of the Association, the Committee may by resolution:
- (a) Fine that member an amount not exceeding AUD\$500.00; or
 - (b) Suspend that member from membership of the Association for a specified period; or
 - (c) Expel that member from the Association.
- (2) A resolution of the Committee under Rule 7(1) does not take effect unless:
- (a) At a meeting held in accordance with Rule 7(3), the Committee confirms the resolution; and
 - (b) If the member exercises a right of appeal to the Association under this Rule, the Association confirms the resolution in accordance with this Rule.
- (3) A meeting of the Committee to confirm or revoke a resolution passed under Rule 7(1) must be held not earlier than 14 days, and not later than 28 days, after notice has been given to the member in accordance with Rule 7(4).
- (4) For the purposes of giving notice in accordance with Rule 7(3), the Secretary must, as soon as practicable, cause to be given to the member a written notice:
- (a) Setting out the resolution of the Committee and the grounds on which it is based; and

- (b) Stating that the member, or his or her representative, may address the Committee at a meeting to be held not earlier than 14 days and not later than 28 days after the notice has been given to that member; and
 - (c) Stating the date, place and time of that meeting;
 - (d) Informing the member that he or she may do one or both of the following:
 - (i) Attend that meeting;
 - (ii) Give to the Committee before the date of that meeting a written statement seeking the revocation of the resolution;
 - (e) Informing the member that, if at that meeting, the Committee confirms the resolution, he or she may not later than 48 hours after that meeting, give the Secretary a notice to the effect that he or she wishes to appeal to the Association in general meeting against the resolution.
- (5) At a meeting of the Committee to confirm or revoke a resolution passed under Rule 7(1), the Committee must:
- (a) Give to the member, or his or her representative, an opportunity to be heard; and
 - (b) Give due consideration to any written statement submitted by the member; and
 - (c) Determine by resolution whether to confirm or to revoke the resolution.
- (6) If at the meeting of the Committee, the Committee confirms the resolution, the member may, not later than 48 hours after that meeting, give the Secretary a notice to the effect that he or she wishes to appeal to the Association in general meeting against the resolution.
- (7) If the Secretary receives a notice under Rule 7(6), he or she must notify the Committee and the Committee must convene a general meeting of the Association to be held within 21 days after the date on which the Secretary received notice.
- (8) At a general meeting of the Association convened under Rule 7(7) -

- (a) No business other than the question of the appeal may be conducted; and
 - (b) The Committee may place before the meeting details of the grounds for the resolution and the reasons for the passing of the resolution;
 - (c) The member, or his or her representative, must be given an opportunity to be heard; and
 - (d) The members present must vote by secret ballot on the question whether the resolution should be confirmed or revoked.
- (9) A resolution is confirmed if, at the general meeting not less than two-thirds of the members vote in person, or by proxy, in favor of the resolution. In any other case, the resolution is revoked.

Disputes and Mediation

8. (1) The grievance procedure set out in this rule applies to disputes under these Rules between:
- (a) A member and another member; or
 - (b) A member and the Association.
- (2) The parties to the dispute must meet and discuss the matter in dispute, and, if possible, resolve the dispute within 14 days after the dispute comes to the attention of all of the parties.
- (3) If the parties are unable to resolve the dispute at the meeting, or if a party fails to attend that meeting, then the parties must, within 10 days, hold a meeting in the presence of a mediator.
- (4) The mediator must be:
- (a) A person chosen by agreement between the parties; or
 - (b) In the absence of agreement:
 - (i) In the case of a dispute between a member and another member, a person appointed by the Committee of the Association; or

- (ii) In the case of a dispute between a member and the Association, a person who is a mediator appointed or employed by the Dispute Settlement Centre of Victoria (Department of Justice).
- (5) A member of the Association can be a mediator.
- (6) The mediator cannot be a member who is a party to the dispute.
- (7) The parties to the dispute must, in good faith, attempt to settle the dispute by mediation.
- (8) The mediator, in conducting the mediation, must:
 - (a) Give the parties to the mediation process every opportunity to be heard; and
 - (b) Allow due consideration by all parties of any written statement submitted by any party; and
 - (c) Ensure that natural justice is accorded to the parties to the dispute throughout the mediation process.
- (9) The mediator must not determine the dispute.
- (10) If the mediation process does not result in the dispute being resolved, the parties may seek to resolve the dispute in accordance with the Act otherwise at law.

Meetings of Members

Annual General Meetings

9. (1) The Committee may determine the date, time and place of the Annual General Meeting of the Association.
- (2) The notice convening the Annual General Meeting must specify that the meeting is an Annual General Meeting.
- (3) The ordinary business of the Annual General Meeting shall be:
 - (a) To confirm the minutes of the previous Annual General Meeting and of any general meeting held since that meeting; and

- (b) To receive from the Committee reports upon the transactions of the Association during the last preceding financial year; and
 - (c) To elect officers of the Association and the ordinary members of the Committee; and
 - (d) To receive and consider the statement submitted by the Association in accordance with Section 30(3) of the Act.
- (4) The Annual General Meeting may conduct any special business of which notice has been given in accordance with these Rules.

Special General Meetings

10. (1) In addition to the Annual General Meeting, any other general meeting may be held in the same year.
- (2) All general meetings other than the Annual General Meeting are special general meetings.
- (3) The Committee may, whenever it thinks fit, convene a special general meeting of the Association.
- (4) If, but for this Rule, more than 15 months would elapse between Annual General Meetings, the Committee must convene a special general meeting before the expiration of that period.
- (5) The Committee must, on the request in writing of members representing not less than 5 per cent of the total number of members, convene a special general meeting of the Association.
- (6) The request for a special general meeting must:
- (a) State the objects of the meeting;
 - (b) Be signed by the members requesting the meeting; and
 - (c) Be sent to the address of the Secretary.
- (7) If the Committee does not cause a special general meeting to be held within one month after the date on which the request is sent to the address of the Secretary, the members making the request, or any of them, may convene a special general meeting to be held not later than three months after that date.

- (8) If a special general meeting is convened by members in accordance with these Rules, it must be convened by the Committee and all reasonable expenses incurred in convening the special general meeting must be refunded by the Association to the persons incurring the expenses.

Special Business

11. All business that is conducted at a special general meeting and all business that is conducted at the Annual General Meeting, except for business conducted under these Rules as ordinary business of the Annual General Meeting, is deemed to be special business.

Notice of General Meetings

12. (1) The Secretary of the Association, at least 14 days, or if a special resolution has been proposed at least 21 days, before the date fixed for holding a general meeting of the Association, must cause to be sent to each member of the Association, a notice stating the place, date and time of the meeting and the nature of the business to be conducted at the meeting.
- (2) Notice may be sent:
- (a) By pre-paid post to the address appearing in the register of members; or
 - (b) If the member requests, by facsimile transmission or electronic transmission.
- (3) No business other than that set out in the notice convening the meeting may be conducted at the meeting.
- (4) A member intending to bring any business before a meeting may notify in writing, or by electronic transmission, the Secretary of that business, who must include that business in the notice calling the next general meeting.

Quorum at General Meetings

13. (1) No item of business may be conducted at a general meeting unless a quorum of members entitled under these Rules to vote is present at the time when the meeting is considering that item.

- (2) Five members personally present (being members entitled under these Rules to vote at a general meeting) constitute a quorum for the conduct of the business of a general meeting.
- (3) If within half an hour after the appointed time for the commencement of a general meeting, a quorum is not present:
 - (a) In the case of a meeting convened upon the request of members, the meeting must be dissolved; and
 - (b) In any other case, the meeting shall stand adjourned to the same day in the next week at the same time and (unless another place is specified by the Chairperson at the time of the adjournment or by written notice to members given before the day to which the meeting is adjourned) at the same place.
- (4) If at the adjourned meeting the quorum is not present within half an hour after the time appointed for the commencement of the meeting, the members personally present (being not less than three) shall be a quorum.

Presiding at General Meetings

- 14. (1) The President, or in the President's absence, the Vice-President, shall preside as Chairperson at each General Meeting of the Association.
- (2) If the President and the Vice-President are absent from a general meeting, or are unable to preside, the members present must elect one of their number to preside as Chairperson.

Adjournment of Meetings

- 15. (1) The person presiding may, with the consent of a majority of members present at the meeting, adjourn the meeting from time to time and place to place.
- (2) No business may be conducted at an adjourned meeting other than the unfinished business from the meeting that was adjourned.
- (3) If a meeting is adjourned for 14 days or more, notice of the adjourned meeting must be given in accordance with Rule 12.
- (4) Except as provided in Rule 15(3), it is not necessary to give notice of an adjournment or of the business to be conducted at an adjourned meeting.

Voting at General Meetings

16. (1) Upon any question arising at a general meeting of the Association, a member has one vote only.
- (2) All votes must be given personally or by proxy.
- (3) In the case of an equality of voting on a question, the Chairperson of the meeting is entitled to exercise a second or casting vote.
- (4) A member is not entitled to vote at a general meeting unless all moneys due and payable by the member to the Association have been paid, other than the amount of the annual subscription payable in respect of the current financial year.

Poll at General Meetings

17. (1) If at a meeting a poll on any question is demanded by not less than three members, it must be taken at that meeting in such manner as the Chairperson may direct and the resolution of the poll shall be deemed to be a resolution of the meeting on that question.
- (2) A poll that is demanded on the election of a Chairperson or on a question of an adjournment must be taken immediately and a poll that is demanded on any other question must be taken at such time before the close of the meeting as the Chairperson may direct.

Manner of Determining Whether Resolution Carried

18. If a question arising at a general meeting of the Association is determined on a show of hands:
 - (1) A declaration by the Chairperson that a resolution has been:
 - (a) Carried; or
 - (b) Carried unanimously; or
 - (c) Carried by a particular majority; or
 - (d) Lost; and

- (2) An entry to that effect in the minute book of the Association

is evidence of the fact, without proof of the number or proportion of the votes recorded in favor of, or against, that resolution.

Proxies

19. (1) Each member is entitled to appoint another member as a proxy by notice given to the Secretary no later than 24 hours before the time of the meeting in respect of which the proxy is appointed.
- (2) The notice appointing the proxy must be:-
- (a) For a meeting of the Association convened under Rule 7(7), in the form set out in appendix 3 (not included); or
- (b) In any other case, set out in appendix 4 (not included).

Committee of Management

Powers and Function

20. (1) The affairs of the Association shall be managed by the Committee of Management.
- (2) The Committee:
- (a) Shall control and manage the business and affairs of the Association; and
- (b) May, subject to these Rules, the Act and the Regulations, exercise all such powers and functions as may be exercised by the Association other than those powers and functions that are required by these Rules to be exercised by general meetings of the members of the Association; and
- (c) Subject to these Rules, the Act and the Regulations, has power to perform all such acts and things as appear to the Committee to be essential for the proper management of the business and affairs of the Association.
- (3) Subject to Section 23 of the Act, the Committee shall consist of:
- (a) The officers of the Association; and

(b) To ordinary members,

each of whom shall be elected at the Annual General Meeting of the Association in each year.

Office Holders

21. (1) The officers of the Association shall be:
 - (a) a President;
 - (b) a Vice-President;
 - (c) a Treasurer; and
 - (d) a Secretary.
- (2) The provisions of Rule 23 so far as they are applicable and with the necessary modifications, apply to and in relation to the election of persons to any other offices referred to in Rule 21(1).
- (3) Each officer of the Association shall hold office until the Annual General Meeting next after the date of his or her election but is eligible for re-election.
- (4) In the event of a casual vacancy in any office referred to in Rule 21(1) the Committee may appoint one of its members to the vacant office and the member appointed may continue in office up to and including the conclusion of the Annual General Meeting next following the date of the appointment.

Ordinary Members of the Committee

22. (1) Subject to these Rules, each ordinary member of the Committee shall hold office until the Annual General Meeting next after the date of election but is eligible for re-election.
- (2) In the event of a casual vacancy occurring in the office of an ordinary member of the Committee, the Committee may appoint a member of the Association to fill the vacancy and the member so appointed shall hold office, subject to these Rules, until the conclusion of the Annual General Meeting next following the date of the appointment.

Election of Officers and Ordinary Committee Members

23. (1) Nominations of candidates for election of officers of the Association or as ordinary members of the Committee must be:
- (a) Made in writing, signed by two members of the Association and accompanied by the written consent of the candidate (which may be endorsed on the form of nomination); and
 - (b) Delivered to the Secretary of the Association not less than seven days before the date fixed for the holding of the Annual General Meeting.
- (2) A candidate may only be nominated for one office, or as an ordinary member of the Committee, prior to the Annual General Meeting.
- (3) If insufficient nominations are received to fill all vacancies on the Committee, the candidates nominated shall be deemed to be elected and further nominations may be received at the Annual General Meeting.
- (4) If the number of nominations received is equal to the number of vacancies to be filled, the persons nominated shall be deemed to be elected.
- (5) If the number of nominations exceeds the number of vacancies to be filled, a ballot must be held.
- (6) The ballot for the election of officers and ordinary members of the Committee must be conducted at the Annual General Meeting in such manner as the Committee may direct.

Vacancies

24. The office of an officer of the Association, or of an ordinary member of the Committee, becomes vacant if the officer or member:
- (1) Ceases to be a member of the Association;
 - (2) Becomes an insolvent under administration within the meaning of the Corporations Act, 2001;
 - (3) Resigns from office by notice in writing given to the Secretary.

Meetings of the Committee

Convening Committee Meetings

25. (1) The Committee must meet at least three times in each year at such place and such times as the Committee may determine.
- (2) Special meetings of the Committee may be convened by the President or by any four of the members of the Committee.

Notice of Committee Meetings

26. (1) Written notice of each Committee Meeting must be given to each member of the Committee at least two business days before the date of the meeting.
- (2) Written notice must be given to members of the Committee of any special meeting specifying the general nature of the business to be conducted and no other business may be conducted at such a meeting.

Quorum for Committee Meetings

27. (1) Any four members of the Committee constitute a quorum for the conduct of the business of a meeting of the Committee.
- (2) No business may be conducted unless a quorum is present.
- (3) If within half an hour of the time appointed for the meeting a quorum is not present:
 - (a) In the case of a special meeting, the meeting lapses;
 - (b) In any other case, the meeting shall stand adjourned to the same place and the same time and day in the following week.
- (4) The Committee may act notwithstanding any vacancy on the Committee.

Presiding at Committee Meetings

28. At meetings of the Committee:
 - (1) The President or, in the President's absence, the Vice-President shall preside; or

- (2) If the President and the Vice-President are absent, or are unable to preside, the members present must choose one of their number to preside.

Voting at Committee Meetings

29. (1) Questions arising at a meeting of the Committee, or at a meeting or any sub-Committee appointed by the Committee, shall be determined on a show of hands or, if a member requests, by a poll taken in such manner as the person presiding at that meeting may determine.
- (2) Each member present at a meeting of the Committee, or at a meeting of any sub-Committee appointed by the Committee (including the person presiding at the meeting) is entitled to one vote and, in the event of an equality of votes on any question, the person presiding may exercise a second or casting vote.

Removal of Member of Committee

30. (1) The Association in general meeting may, by resolution, remove any member of the Committee before the expiration of the member's term of office and appoint another member in his or her place to hold office until the expiration of the term of the first-mentioned member.
- (2) A member who is the subject of a proposed resolution referred to in Rule 30(1) may make representations in writing to the Secretary or President of the Association (not exceeding a reasonable length) and may request that the representations be provided to the members of the Association.
- (3) The Secretary or the President may give a copy of the representations to each member of the Association or, if they are not so given, the member may require that they be read out at the meeting.

Administration

Minutes of Meetings

31. The Secretary of the Association must keep minutes of the resolutions and proceedings of each general meeting, and each Committee meeting, together with a record of the names of persons present at Committee Meetings.

Funds

32. (1) The Treasurer of the Association must:

- (a) Collect and receive all moneys due to the Association and make all payments authorized by the Association; and
 - (b) Keep correct accounts and books showing the financial affairs of the Association with full details of all receipts and expenditure connected with the activities of the Association.
- (2) All checks, drafts, bills of exchange, promissory notes and other negotiable instruments must be signed by two members of the Committee.
 - (3) The funds of the Association shall be derived from entrance fees, annual subscriptions, donations and such other sources as the Committee determines.

Seal

- 33. (1) The Common Seal of the Association must be kept in the custody of the Secretary.
- (2) The Common Seal must not be affixed to any instrument except by the authority of the Committee and the affixing of the Common Seal must be attested by the signatures either of two members of the Committee or of one member of the Committee and of the Public Officer of the Association.

Notice to Members

- 34. Except for the requirement in Rule 12, any notice that is required to be given to a member, by or on behalf of the Association, under these Rules may be given by:
 - (1) Delivering the notice to the member personally; or
 - (2) Sending it by prepaid post addressed to the member at that member's address shown in the register of members; or
 - (3) Facsimile transmission, if the member has requested that the notice be given to him or her in this manner; or
 - (4) Electronic transmission, if the member has requested that the notice be given to him or her in this manner.

Winding Up

35. In the event of the winding up or the cancellation of the incorporation of the Association, the assets of the Association must be disposed of in accordance with the provisions of the Act.

Custody and Inspection of Books and Records

36. (1) Except as otherwise provided in these Rules, the Secretary must keep in his or her custody or under his or her control all books, documents and securities of the Association.
- (2) All accounts, books, and securities and any other relevant documents of the Association must be available for inspection free of charge by any member upon request.
- (3) A member may make a copy of any accounts, books, securities and any other relevant documents of the Association.

APPENDIX C

AUDIT OF EXISTING ASSOCIATIONS

This appendix provides an audit of existing associations. The audit will capture the following information for each association in order to understand the basis on which they operate:

1. The date the association was established;
2. The association's charter/aim/objects;
3. The association's membership categories/subscription fees for each category/and the number of members in each category;
4. The benefits offered to members and the activities the association is involved with; and
5. The association's WWW site.

Associations Related to the Australian Army

The Royal Australian Regiment (RAR) Association

Date Established. 1959.

Charter/Aim/Objects. The RAR Association is a not for profit mutual association of past and present infantry servicemen who have served, in or are currently serving in, a battalion of the RAR. Its aims are:

1. To perpetuate the close bonds of comradeship and esprit de corps created by past and present serving members of the RAR.
2. To protect the Regiment's good name and preserve its interests in the community.
3. To preserve the memory of those who died in service with the Regiment.
4. To assist the sick, wounded and needy who have served in the Regiment.
5. To assist widows and children of deceased members of the Regiment.
6. To assist dependants of serving members of the Regiment where the Regiment cannot give assistance.
7. To maintain the Regiment's memorials.
8. To foster and develop, for historical purposes, the Regiment's history.
9. To support the RAR Foundation.

The RAR Association has branches in each Australian State and Territory as well as subordinate associations for each battalion of the RAR - 1 RAR, 2 RAR, 3 RAR, 4 RAR, 6 RAR, 7 RAR, 8 RAR, 9 RAR, 2/4 RAR, 8/9 RAR and 5/7 RAR.

Membership Categories/Subscription Fees/Number of Members. Ordinary/\$20 (1 year) AUD\$50 (3 years)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Assistance. Social. Advocacy.

WWW Site. <http://www.rar.org.au/>

The South Australian Mounted Rifles Association

Date Established. 1988.

Charter/Aim/Objects. To perpetuate the close bonds of comradeship, and esprit de corps created by past and present members of the Regiment and the Royal Australian Armoured Corps. To guard the good name and preserve the interests of the Regiment and Corps. To foster the interests of the Regiment by providing assistance for Regimental activities outside the scope of normal entitlement from Army sources, and encouraging those suitable to serve with the Regiment, to so serve. To assist in researching, recording, and preserving the history, traditions and customs of the Regiment and also its predecessor Regiments.

Membership Categories/Subscription Fees/Number of Members. Life/AUD\$150/45. Ordinary/AUD\$10 (1 year)/56. Honorary/AUD\$0/4.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social.

WWW Site. <http://www.australiandiggers.com/users/samra/>

The Australian Light Horse Association

Date Established. 1986.

Charter/Aim/Objects. Aim is to preserve the history and tradition of the Australian Light Horse and its predecessors. Mission is to sponsor memorial and Light Horse re-enactment troops formed by members of the association and to ensure they enjoy corporate protection and insurance Cover. Objects are: to obtain and preserve uniforms, weapons, and equipment used by men of the Light Horse; to research, record and preserve the History, tradition and customs of Light Horse Regiments and their predecessors; to collect and preserve literature written about the Light Horse; to support existing Light Horse Museums; to make available information on the Light Horse to the public; to support mounted Light Horse re-enactment Troops formed for the purpose of portraying the Light Horse units of the past; and to provide comradeship for its members who find the esprit de corps of the Light Horse stimulating and rewarding.

Membership Categories/Subscription Fees/Number of Members. Ordinary Riding Members/AUD\$50 (1 year)/420. Ordinary Non-Riding Members/AUD\$35 (1 year)/120.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Advocacy. Members public liability insurance with a limit of AUD\$10,000,000. Assistance in training. Bi-annual association magazine.

WWW Site. <http://www.lighthorse.org.au/>

The Black Berets Royal Australian Armoured Corps (RAAC) Association

Date Established. UTBD.

Charter/Aim/Objects. UTBD.

Membership Categories/Subscription Fees/Number of Members.

Life/\$UTBD/UTBD. Ordinary/\$UTBD/UTBD.

Benefits Offered to Members and Activities. UTBD.

WWW Site. <http://www.black-berets.asn.au/>

The 3rd Cavalry Regiment (Vietnam) Association

Date Established. 1991.

Charter/Aim/Objects. The objects of the Association are set out hereunder. To encourage amongst members a spirit of national loyalty and to perpetuate a sense of comradeship within the community such as was obtained in the Australian Armed Forces during the Vietnam Campaign. To participate as a representative body of the Vietnam Campaign in remembrance services and other such memorial services that may be held. To unite members of the Association for their mutual benefit. To encourage the physical, social, intellectual and general advancement of the members of the Association and their dependants. To do all such other lawful things as may promote the objects of the Association. To ensure that those that fell in Vietnam are remembered and that the Campaign does not fall into obscurity.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$20 (1 year)/UTBD. Associate/AUD \$20 (1 year)/UTBD. Life Honorary/\$0/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Advocacy.

WWW Site. <http://3cav.asn.au/>

The 23rd Field Regiment Royal Australian Artillery (RAA) Association

Date Established. UTBD.

Charter/Aim/Objects. Aims to provide a regular source of information by newsletter and web page. To develop and foster continued comradeship and contact amongst its members. To arrange annual meetings and regular re-unions. To provide the means for interested persons to be kept informed of current developments in artillery. To foster the knowledge and understanding of all aspects of artillery, anti-tank, light anti-aircraft, artillery locating skills and roles, in relation to the Australian Defence Force and its history. Maintain and expand the history of the 23 Field Regiment RAA.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$6 (1 year) AUD \$30 (5 years)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social.

WWW Site. <http://www.23fd-regt-raa-association.org/>

The Australian Army Aviation Association

Date Established. UTBD.

Charter/Aim/Objects. The objectives for which the Association has been established are:

1. To work together to assist financially, culturally and socially the handicapped and/or disadvantaged and/or infirm of the serving and ex-Service Army Aviation personnel, including their immediate family members;
2. To make such representations and/or recommendations as may be appropriate to the Army, other associations and welfare agencies on behalf of any Member in difficulty or suffering hardship;

3. To make contributions from the funds of the Association, by way of gratuities, testimonials, or otherwise to any person, body, institution or organisation where, in the opinion of the Management Committee of the Association, such should be made for the promotion of these objects;
4. To promote the recording and display of Australian Army Aviation history;
5. To provide a forum for open discussion of all matters of interest to serving and ex-Service Army Aviation personnel;
6. To provide a means by which those who are serving or have served in Army Aviation units, and others who are associated with or interested in Army Aviation may keep in touch with each other and with Army Aviation affairs;
7. To foster understanding in the public arena of issues affecting serving and ex-Service Army Aviation personnel and their immediate families;
8. To pay out of funds of the Association all expenses of and incidental to the formation thereof, its management and carrying out of its objects, including the payment of salaries to persons employed by it; and
9. To foster the interests of Army Aviation.

Membership Categories/Subscription Fees/Number of Members. Life/AUD\$100/UTBD.

Ordinary/AUD\$10 (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Advocacy.

WWW Site. <http://www.fourays.org/>

The Air Dispatch Association

Date Established. 1987.

Charter/Aim/Objects.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$20 (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Advocacy. Newsletters.

WWW Site. <http://www.australiandiggers.com/users/adaa/>

The Australian Intelligence Corps Association

Date Established. 2000.

Charter/Aim/Objects. The Australian Intelligence Corps Association is a non-profit organisation of past and present, full and part time, Australian Intelligence Corps officers and soldiers. The object of the Association is to foster camaraderie, esprit de corps and sense of belonging within the Australian Intelligence Corps, by providing an entity for serving and former members to take pride in the Corps and its member's achievements, and reach a greater understanding, of their heritage, history, traditions and customs. The Association's objective is achieved by:

1. Recognizing and promoting professionalism in the performance of Army intelligence duties, through annual awards to individuals for exemplary performance.

2. Serving as a conduit through which serving and ex-Corps members can foster new contacts, maintain old ones and when needed and appropriate, provide support to each other.
3. Providing and promoting forum and activities for former and serving members of the Corps to interact socially and to meet and exchange ideas and experiences.
4. Providing support to the Australian Intelligence Corps and the Museum of Australian Military Intelligence.
5. Promoting a greater awareness of the Australian Intelligence Corps contributions to Australia and the Australian Intelligence Community, within the intelligence community and the nation as a whole.
6. Acquiring documents, artifacts, uniforms, accoutrements and memorabilia related to the Australian Intelligence Corps for presentation to the Museum of Australian Military Intelligence.
7. Circulating a newsletter or other communication (including in an electronic format) to all members a minimum of four times a year.
8. Raising, managing and disbursing funds for appropriately approved Association related business.

Membership Categories/Subscription Fees/Number of Members. Ordinary/nil/UTBD. Associate/nil/UTBD. Honorary/nil/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Newsletters.

WWW Site. <http://www.austintcorps.asn.au/>

The Australian Army Band Corps Association

Date Established. 1989.

Charter/Aim/Objects. The incorporated association is established to promote the objectives and philosophy of the Australian Army Band Corps Association, which are:

1. To encourage communication between all former members of Army bands by means of personal contact, reunions and periodic newsletters.
2. To foster the development and enhancement of contact between former and current serving members of the Australian Army Band Corps (AABC).
3. To support and where appropriate contribute to, the achievement of the goals of the AABC.
4. To contribute to the collection, research and publication of the history of Army bands and personnel.
5. To contribute to the maintenance and support of the traditions of the AABC and Army bands generally.
6. To offer advice on welfare matters affecting fellow members and their dependants.
7. To foster links with similar associations of Australian and international military music organizations.

Membership Categories/Subscription Fees/Number of Members. Life/nil/8. Full (Ordinary)/AUD\$20 (1 year)/286. Associate/AUD\$20 (1 year)/13. All require AUD\$15 entrance fee.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Newsletter.
WWW Site. <http://www.aabcassociation.com.au/>

The Royal Victoria Regiment Association

Date Established. 1982.

Charter/Aim/Objects. The aims of the Association are:

1. To perpetuate the close bonds of comradeship and esprit de corps created by past and present members of the Royal Victoria Regiment;
2. To guard the good name and preserve the interests of the Regiment;
3. To preserve the memory of the who served the Regiment and have since died;
4. To assist, where possible, serving and past members of the Regiment where assistance cannot be given by the Regiment;
5. To support the Battalions' activities and to co-operate when possible with the Commanding Officers' policies and directions; and
6. To liaise with the Defence Reserves Association.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$20 (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Newsletter.

WWW Site. <http://www.rvr.asn.au/>

The West Australian University Regiment Association

Date Established. 2001.

Charter/Aim/Objects. The objects of the association are to:

1. To foster and interest in the history and traditions of the unit;
2. To provide a forum for former and serving members of the unit to maintain contact; and
3. To conduct social functions to enable former and serving members of the unit to meet.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$10 (1 year) AUD \$18 (2 years) AUD\$25 (3 years)/UTBD. All require AUD\$20 entrance fee.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Newsletter.

WWW Site. <http://www.waurassociation.iinet.net.au/>

The Queensland University Regiment Association

Date Established. 1983.

Charter/Aim/Objects. The objects for which the Association is established are:

1. To perpetuate and foster the name, traditions and functions of the Queensland University Regiment;

2. To assist in safeguarding and preserving regimental emblems plate and symbols and all items of historic interest; and

3. To foster the social and general welfare of members of the Association and the Regiment and their dependents as determined by the Association.

Membership Categories/Subscription Fees/Number of Members. Life/nil/2.

Ordinary/AUD\$10 (1 year) AUD\$70 (10 years)/216. Honorary/AUD\$10 (1 year)/2.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Newsletter. Distress and benevolent fund.

WWW Site. <http://qura.bigpondhosting.com/index.htm>

The Korean Veterans Association

Date Established. UTBD.

Charter/Aim/Objects. UTBD.

Membership Categories/Subscription Fees/Number of Members. UTBD.

Ordinary/AUD\$20 (1 year)/UTBD. Wives/Widows/AUD\$10 (1 year)/UTBD.

Benefits Offered to Members and Activities. UTBD.

WWW Site. <http://www.austkoreavets.asn.au/>

The Vietnam Veterans Association of Australia

Date Established. 1979.

Charter/Aim/Objects. The objects for which the Vietnam Veterans Association of Australia (VVAA) is established are:

1. To take over and acquire all assets, undertakings, rights and liabilities of the unincorporated body known as the "Vietnam Veterans Association of Australia" as distinct from those of any office of the Vietnam Veterans Association of Australia in any other State of Australia.

2. To assist members of State or Territory Associations of the Vietnam Veterans Association of Australia (hereinafter called "State Branches") and their dependants in cases where a member or a child of a member has or appears to have any disability which is or in any way may be connected with special service rendered by a member in the Naval, Military, Air Force or as an accredited member of a civilian organisation accorded special service status by the Government of Australia.

3. Without limiting the generality of the preceding sub-clause, to assist members and their dependants or descendants and guardians of children of members of State Branches (hereinafter called Members) to obtain evidence and material necessary to commence, pursue and maintain claims for compensation for the disability or death of a member or the child of a member which is, or in any way may be, connected with special service rendered by the member.

4. To investigate, collect and collate material to: identify the nature of chemicals used in Vietnam; investigate where, when and in what quantity chemicals were used in Vietnam; and establish what effects chemicals used in Vietnam may have on members directly or indirectly exposed to such chemicals and on their children.

5. To promote and assist the development of all aspects of the welfare of members in pursuing any objects which now or hereinafter may be deemed to be charitable.
6. To provide and further co-operate in the achievements of the above objects and, to that end, bring together in committee and conference, Authorities, Voluntary Organizations, Centers for Higher Learning or Scientific Research or any individuals or Organizations.
7. To promote and carry out, or to assist in the promotion or carrying out of surveys, reports and submissions related to the needs of the members and service or ex-service personnel.
8. To develop an informed public opinion on matters related to the above objects or any of them; by promoting or arranging; or providing for; or assisting to promote; or provide for the holding of exhibitions, meetings, lectures, seminars or films consistent with the objects of the Association.
9. To compile, print and publish, or to assist in the compilation, printing or publication of such materials as would further the objects of the Association.
10. To provide an advisory service on matters pertaining to the health and welfare of members and to assist their dependants and descendants in such matters.
11. To organize, prepare and collate; or to assist in the organisation, preparation and collation of information, knowledge and expertise relating to the welfare of members generally and in the furtherance of the above objects; or any of them.
12. To maintain and coordinate the activities of State Bodies throughout Australia and any other places outside of the Commonwealth of Australia as the Association may from time to time determine.
13. To accept capitation fees from State Branches, and donations whether of real or personal estate and devises and bequests for all or any of the purposes aforesaid; and so far as permitted by law; to dispose of; or to lease and accept surrenders of leases of and manage all real estate (including lease-holds) so received and not required or capable of being occupied for the purposes of the Association. In such case the Association shall take or hold and deal with it in such manner as allowed by law, having regard to such trust.
14. To invest and deal with any of the monies or other assets of the Association not immediately required upon such securities and in such manner as the Association may determine.
15. To invest and deal in real estate and to hold property for the purposes of furthering all or any of the objects of the Association.
16. To purchase, take, or lease, or in exchange, hire or otherwise acquire, any real or personal property, or any rights or privileges, which the Association may think necessary, or convenient for any of the purposes of the Association.
17. To borrow or raise money in such manner as the Association may think fit, for any of its objects and in particular by mortgage or other securities, up all or any of the property of the Association, present or future.
18. To establish and accept trusts having for their object the welfare and benefit of any member of the Association and its State Branches or for any dependant or descendant of members to enable the Association to more effectively obtain the objects hereinbefore mentioned.

19. To do all such other lawful things as are conducive or incidental to the attainment of any of the above objects.

20. To pay out of the funds of the Association all expenses of and incidental to the formation thereof its management and the carrying out of its objects, including the payment of salaries to persons employed by it.

21. To make By-Laws in accordance with this Constitution.

22. Nothing in the preceding sub-paragraphs shall prevent the Association from rendering assistance to non-financial veterans, veterans of other conflicts, ex-service or serving defence personnel or their dependants.

23. To actively promote affiliation with groups with similar objectives.

The VVAA has State Branches in each Australian State and Territory.

Membership Categories/Subscription Fees/Number of Members.

Ordinary/AUD\$10/UTBD. Associate/AUD\$UTBD/UTBD. Honorary/AUD\$10/UTBD.
Life/nil/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social.

WWW Site. <http://www.vvaa.org.au/index.htm>

The National Serviceman's Association

Date Established. UTBD.

Charter/Aim/Objects. UTBD.

Membership Categories/Subscription Fees/Number of Members. UTBD.

Benefits Offered to Members and Activities. UTBD.

WWW Site. <http://www.nashos.org.au/>

The National Service and Combined Forces Association

Date Established. UTBD.

Charter/Aim/Objects. The association's aim is to create a non-elitist and democratic organisation for the benefit of all it's members, to work and represent the needs of those members, and where possible, to offer a support mechanism where no member feels isolated from the association family, and where possible, we return something to our community. The association's objects are to:

1. To represent all members fairly and impartially.
2. To establish a welfare structure for our members.
3. To foster a climate of healthy competition between the branches and sub-branches.
4. That the association becomes a national body.
5. To seek repatriation benefits of medical compensation for it's members.
6. To consider those matters which arise from time to time as affecting the freedom and identity of Australia.
7. That the association is non political.
8. That the association work to establish branches in other parts of the world.
9. To establish a fund for the general conduct of the national, state and sub-branches.

10. The awarding of a Defence Service Medal for all National Servicemen and those that have served and have received no award and have had an honorable discharge.
11. To participate each year in the ANZAC Day march.
12. To observe the National Servicemen's Day each February 14th.
13. To seek amendments to the Defence Service Honors Act, to include National Servicemen and Servicemen and Women that the Act discriminated against.
14. To promote the concept of National or Community service for our youth.
15. To assist and/or affiliate with any other organisation having like aims and objectives upon such terms and conditions as may be mutually agreed upon.
16. That National Servicemen's records be moved to the Department of Veterans Affairs.

Membership Categories/Subscription Fees/Number of Members.

Benefits Offered to Members and Activities.

WWW Site. <http://nashoforces.tripod.com/>

The Australian Peacekeeper and Peacemaker Veterans' Association

Date Established. 1997.

Charter/Aim/Objects. The Australian Peacekeeper and Peacemaker Veterans' Association (APPVA), is a veteran non-profit profession of arms and services that encompasses all operations that have involved Australian and New Zealand Defence Forces Servicemen and Women, Federal and State Police, Philanthropic Organizations (Everyman's Welfare Service, Red Cross, Salvation Army, etc) and Defence Civilians. The APPVA aims to assist in the provision of welfare for returned Peacekeepers and Peacemakers. We assist members in the primary claim for compensation, reviews and appeals. An extensive specialist legal network to appeal DFRDB, MSBS, MCRS, MRCA and VEA decisions is also available.

Membership Categories/Subscription Fees/Number of Members. Full (Ordinary)/AUD\$15 (1 year)/UTBD. Associate/AUD\$15 (1 year)/UTBD. Affiliate/AUD\$15 (1 year)/UTBD. All require AUD\$25 entrance fee.

Benefits Offered to Members and Activities. Information. Advice. Advocacy. Social. Magazine.

WWW Site. <http://www.peacekeepers.asn.au/>

The Australian Defence Association

Date Established. 1975.

Charter/Aim/Objects. As a non-partisan, community-based public interest guardian organisation with a long-term and independent perspective the Australian Defence Association (ADA) seeks the development and implementation of national security structures, processes and policies encompassing:

1. An accountable, integrated and flexible structure for making national security decisions;
2. Robust means of continually assessing Australia's strategic and domestic security situations;

3. The allocation of adequate national resources to national security according to such assessments;
4. An integrated and deterrent national security strategy based on the protection of identifiable and enduring national interests;
5. The development and maintenance of adequate forces-in-being capable of executing the defence aspects of such a strategy; and
6. The development and maintenance of manufacturing and service industries capable of sustaining defence force capability development and operations.

On a national basis the ADA undertakes research, maintains this comprehensive website and publishes a quarterly national journal, *Defender*, and a monthly bulletin, *Defence Brief*. Print, radio and television media for informed comment and background on strategic, defence, intelligence, domestic security and related issues also consults the Association daily. The ADA regularly contributes to public, academic and professional debates on a wide range of national security issues and encourages its members to do so as individuals. Over the last three decades the Association has also often been invited to make submissions to parliamentary and official inquiries, especially those conducted by the all-party Parliamentary Joint Standing Committee on Foreign Affairs, Defence and Trade, and the Parliamentary Joint Committee on Intelligence and Security. The Association maintains liaison and informal co-operation on international security and related matters with counterpart national public interest guardian organizations, research institutes and scholars in twelve allied and friendly countries in the Pacific Basin.

Membership Categories/Subscription Fees/Number of Members. Associate/\$50 (1 year)/approximately 800. Fellow/\$100 (1 year)/approximately 350. Individual Benefactor/AUD1000+ (1 year)/UTBD. Corporate Benefactor/AUD\$5000 (maximum cap) (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Social. Advocacy. Journal. Bulletin.

WWW Site. <http://www.ada.asn.au/>

The Regular Defence Force Welfare Association

Date Established. 1959.

Charter/Aim/Objects. The Regular Defence Force Welfare Association is a nationwide organisation concerned with the welfare and conditions of service affecting retired and serving members of the Regular Defence Force. The Association has branches throughout the Commonwealth, their principal role being the provision of advocacy services to serving and retired personnel who may have a claim on government under various Commonwealth legislation covering superannuation, compensation and veterans' entitlements. These branches also administer widows' support groups where these have been established at State or Territory level. The Association does not become involved in the Defence policy debate, except where it may affect the well being of serving personnel. The Association works closely with other ex-service organizations. It is a contributing member of the Australian Council of Public Sector Retiree Organizations, and the Australian Veterans' and Defence Services Council (AVADSC).

Membership Categories/Subscription Fees/Number of Members. Ordinary ADF/AUD\$25 (1 year) AUD\$ 110 (5 years)/UTBD. Ordinary ADF Spouse or Widow/AUD\$12.50 (1 year) AUD\$55 (5 years)/UTBD. Life ADF under 60/AUD\$350/UTBD. Life ADF over 60/AUD\$250/UTBD. Life ADF Spouse or Widow under 60/AUD\$175/UTBD. Life ADF Spouse or Widow/AUD\$125/UTBD.

Benefits Offered to Members and Activities. Advice. Advocacy. Welfare Relief Trust Fund. Newsheet. Magazine.

WWW Site. <http://www.rdfwa.org.au/>

The Naval Association of Australia

Date Established. 1920.

Charter/Aim/Objects. The Naval Association of Australia's principal objectives are to unite and develop friendship among all former and serving naval personnel eligible for membership, and to promote and assist activities in the wider community to improve health and well being of the community of which former and serving naval personnel are a part. In order to achieve the objectives, the Association will:

1. assist, co-operate with and promote interest in the Royal Australian Navy;
2. assist and support the Australian Naval Cadet movement;
3. assist former Naval personnel to obtain employment;
4. provide such practical and financial assistance as may be possible to former and serving Naval personnel and their immediate families, and surviving spouses and dependent children of deceased Naval personnel who are in necessitous circumstances, whether death occurred during or subsequent to Naval service;
5. provide for the entertainment of visiting Naval personnel;
6. encourage the social, intellectual and general well-being plus advancement of its members;
7. where appropriate, purchase or lease property for the provision of clubrooms, offices or such other facility as may be considered necessary for the efficient operation of the Association;
8. print, publish and circulate such books, magazines and papers as may be considered necessary or desirable to advance the objectives of the Association; and
9. assist community charitable activities that contribute to the health and welfare of the ex-service community.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$25 (1 year)/UTBD. Associate/AUD\$25 (1 year)/UTBD. Social/AUD\$25 (1 year)/UTBD.

Club/AUD\$25 (1 year)/UTBD. All require AUD\$5 entrance fee.

Benefits Offered to Members and Activities. Information. Networking. Social.

Discounted purchasing. Magazine.

WWW Site. <http://www.navalassoc.org.au/index.html>

The Royal Australian Air Force Association

Date Established. 1920.

Charter/Aim/Objects. The Association exists to support Australian Defence (particularly Air Defence), Australian Aviation and to look after serving and ex-servicemen and women, through repatriation and military compensation. The Association maintains Welfare Advisors at State and Branch level and has developed Retirement Estates, Aged Care Services and an Aviation Heritage Museum in Western Australia.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$UTBD/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Social. Magazine. WWW Site. <http://www.raafawa.org.au/>

Associationlike Organizations Related to the Australian Army

The Returned and Services League (RSL) of Australia

Date Established. 1916.

Charter/Aim/Objects. The mission of the RSL is to ensure that programs are in place for the well being, care, compensation, and commemoration of serving and ex-service Defence Force members and their dependants and for promoting government and community awareness of the need for a secure, stable, and progressive Australia. The RSL is established for the principal purpose of promoting the interests and welfare of former and serving members of the Australian Defence Force and their dependants and for this purpose has the following objects:

1. To assist and care for the sick, elderly and needy by providing, or assisting to provide, pensions, benefits, accommodation, medical treatment, rehabilitation and other forms of welfare.
2. To establish and accept trusts having for their object the welfare and benefit of any member of the League, its Branches, or Sub Branches, or of any member, or ex-member, of the Australian Defence Force, or their dependants.
3. In furtherance of any of the objects of the League, to make grants to and give assistance to such persons, trusts, groups, associations, societies, institutions or other organizations and authorities and to establish such scholarships as the League may, from time to time determine.
4. To perpetuate the close and kindly ties of friendship created by mutual service in the Australian Defence Force or in the forces of nations traditionally allied with Australia and the recollections associated with that experience, to maintain a proper standard of dignity and honor among all past and present members of the Australian Defence Force, and to set an example of public spirit and noble hearted endeavor.
5. To ensure the preservation of the memory and the records of those who suffered and died for the Nation; to ensure the erection of memorials to their valor and that they have suitable burial places; to establish and preserve in their honor, ANZAC Day, Remembrance Day and other commemorative occasions.
6. To promote the defence of the Nation, and guard the good name and preserve the interests and standing of members of the Australian Defence Force.
7. To encourage members of the League and citizens to serve the Nation with a spirit of self-sacrifice and loyalty.

8. To maintain a national association, non-sectarian, and in relation to party politics, non-partisan.
9. To enunciate, from time to time, its policy on national questions and to encourage members of the League, its Branches and Sub-Branche s to abide by, support and actively carry out such policy so far as is permitted by law.
10. To establish, maintain, furnish and equip premises, information bureaus, libraries, literary, social, educational and benevolent institutions for the benefit and advancement of members of the League, its Branches and Sub Branches, and to print, circulate and publish such papers, books, magazines and circulars, carry on such other literary and journalistic undertakings, and publish material that may be conducive to the objects of the League.
11. To subscribe or donate, to become a member of and co operate with any other body of persons corporate or unincorporate whose objects are similar to those of the League and which prohibits the distribution of its or their income and property, amongst its or their members, to an extent at least as great as is imposed on the League under or by virtue of Rule 6.
12. To establish, maintain and control Branches and Sub Branches.
13. To establish women's auxiliaries and other auxiliaries of the League throughout the Commonwealth of Australia and its Territories.
14. To accept subscriptions and donations whether of real or personal estate and devises and bequests for all or any of the purposes aforesaid and so far as permitted by law to dispose of or to lease and accept surrenders of leases of and manage all real estate (including leaseholds) so received and not required or capable of being occupied for the purposes of the League. The League shall take or hold any property which may be subject to any trust, the League shall only deal with the same in such manner as allowed by law, having regard to such trust.
15. To invest and deal with any of the moneys or other assets of the League not immediately required upon such securities and in such manner as the League may determine.
16. To invest and deal in real estate and to hold property for the purposes of furthering all or any of the objects of the League.
17. To borrow or raise money in such manner as the League may think fit, for any of its objects and in particular by mortgage, or other securities, upon all or any of the property of the League, present or future.
18. To do all such other lawful things as are conducive or incidental to the attainment of any of the above objects.
19. To make, amend and repeal by-laws pursuant to the Rules.

Membership Categories/Subscription Fees/Number of Members. Company/
Service/Life/Honorary/Honorary Life. Subscription fees AUD\$15-35 (1 year). Number of member figures for each category not available but total membership is approximately 203,000.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Advocacy. Magazine.

WWW Site. <http://www.rsl.org.au/>

The Vietnam Veterans Federation of Australia

Date Established. UTBD.

Charter/Aim/Objects. The Vietnam Veterans Federation of Australia is dedicated to the welfare of all veterans and their families. If you are a sick veteran, and you suspect your sickness may have been caused by your war service, we invite you to consult one of our trained volunteers who man our branches and sub-branches throughout all States of Australia.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$25 (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice. Social. Advocacy. Newsletter.

WWW Site. <http://www.vvfagranville.org.au/>

The Armed Forces Federation of Australia (ArFFA)

Date Established. 1984.

Charter/Aim/Objects. The aim of the Federation shall be to foster, protect and promote the welfare of the members of the Federation, in their capacity as members of the Australian Defence Force, whatever their rank, category, branch, sex, employment, Service or geographic location. Within the Aim of the Federation and the methods prescribed, the objects of the Federation shall be to do all things necessary and incidental:

1. To protect, to foster and to promote the welfare of members of the Federation;
2. To collect, invest and disburse monies and to acquire such property as is necessary for the pursuit of these objects and that aim;
3. To make such representations to, and conduct negotiations as may be approved by the Federal Executive, with relevant authorities on behalf of serving members or groups of members, in matters of conditions of service or employment;
4. To make representations to, and conduct negotiations with, relevant authorities on behalf of Federation members on any or all matters pertaining or incidental to their service in the Australian Defence Force;
5. To make such applications or representations to the Defence Force Remuneration Tribunal, as may be approved by the Federal Executive. At the discretion of the Federal Executive, to seek a fair and reasonable adjustment on behalf of the Federation, in cases other than disciplinary matters, where the normal redress or administrative appeals mechanisms have been exhausted or have failed to produce a result in a reasonable time which the Federal Executive considers equitable;
6. To enquire into and seek to arrange amendment of any law, regulation, instruction or similar document which adversely affects the welfare of members;
7. To engage, employ or request the assistance of any person or external organization which may be able to assist in furthering the individual or collective welfare of members;
8. To publicize and promote the activities and interests of the Federation; and

9. To provide, at the discretion of the Federal Executive, financial assistance or legal aid to members of the Federation on matters of general import to the Federation in accordance with these Rules.

Membership Categories/Subscription Fees/Number of Members. Full-time ADF Member/AUD\$208 (1 year)/UTBD. Associate/AUD\$60.50/UTBD. Affiliate/AUD\$60.50/UTBD.

Benefits Offered to Members and Activities. Information. Advice (including financial and legal advice). Advocacy. Discounted purchases and home loans. Journal.
WWW Site. <http://www.arffa.org.au/>

The Australian Federation of Totally and Permanently Incapacitated (TPI) Ex-Servicemen and Women

Date Established. 1941.

Charter/Aim/Objects. The objects for which the Federation is established are:

1. To act as the only conduit to Federal Government for the consolidated needs of the Members;
2. Safeguarding the interests of and securing just and equitable treatment for TPI's and their dependants;
3. To raise funds from Members by capitation fees as determined from time to time by the Board or by other means, and to apply such funds for safeguarding the interests of and securing just and equitable treatment for TPI's and their dependants;
4. To co-operate to such an extent, as the Board shall deem fit, with similar associations in other parts of the Commonwealth and the world;
5. To apply for and obtain any special Act of Parliament or other benefit calculated to promote or advance the interests of the Members of the Federation; To apply for and obtain any special Act of Parliament or other benefit calculated to promote or advance the interests of the Members of the Federation;
6. To take such lawful steps by personal or written appeals, public meetings, radio broadcasts, television programs or otherwise as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the Federation in the shape of donations, annual capitation fees or otherwise as the Board may deem desirable for the promotion of its objects;
7. The Federation shall be non-political and non-sectarian and shall confine itself to the care, maintenance, welfare and special interests of TPI's; and
8. Such other objects, as the Board considers appropriate from time to time.

Membership Categories/Subscription Fees/Number of Members. The Federation is a national organization with eight members; these being the State and Territory based associations of TPI ex-service men and women. Each State and Territory based TPI ex-servicemen and women association has different membership categories and subscription fees.

Benefits Offered to Members and Activities. Information. Advice. Advocacy. Discounted purchases and concessions.

WWW Site. <http://www.tpfid.org.au/>

The Royal United Services Institute of Australia

Date Established. 1974.

Charter/Aim/Objects. The aims of the Royal United Services Institute (RUSI) of Australia are to encourage the discussion of national security and defence matters and to improve public awareness and understanding of such matters. The RUSI seeks to promote informed and balanced debate on strategic and national security matters by providing forums for discussion throughout Australia. It is a non-political organisation and does not take a position or view on these matters. The RUSI fulfils its aims by:

1. Convening a major international seminar on a significant national security or defence issue every three years;
2. Conducting regular lectures and seminars in State and Territory capital cities throughout Australia; and in some regional centers throughout the year;
3. Publishing a national journal and Constituent Body journals, containing papers addressing defence and national security issues;
4. Maintaining libraries devoted to strategic and defence issues, both historical and contemporary; and
5. Circulating information bulletins and circulars to members and colleagues.

Membership Categories/Subscription Fees/Number of Members. Ordinary/AUD\$20-35 (1 year)/UTBD. Life/AUD\$300/UTBD. Associate/AUD\$5 (1 year)/UTBD. Corporate/AUD\$50 (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advocacy. Social.
WWW Site. <http://www.defence.gov.au/rusi/about/>

Defcom

Date Established. UTBD.

Charter/Aim/Objects. Defcom Protectors is the name given to the Discount Loyalty Card that offers free membership to current serving ADF personnel (regular and active reserve) plus the staff and volunteers of selected Protectors organizations. Associate membership is available to other people for a small annual fee. There are various categories, some of which are discounted i.e. Department of Defence civilians.

Membership Categories/Subscription Fees/Number of Members. ADF/nil/UTBD. Protector Organization/nil/UTBD. Associate/AUD27.50 (1 year)/UTBD.

Benefits Offered to Members and Activities. Discounted purchasing. Newsletter.
WWW Site. <http://www.defcom.com.au/defcomhome.htm>

Associations Related to the United States, United Kingdom and Canadian Armies

The Association of the United States Army

Date Established. 1950.

Charter/Aim/Objects. The Association of the United States Army (AUSA) has worked to support all aspects of national security while advancing the interests of America's Army and the men and women who serve. AUSA is a private, non-profit educational

organization that supports America's Army - Active, National Guard, Reserve, Civilians, Retirees and family members. AUSA represents every American Soldier by: being the voice for all components of America's Army; fostering public support of the Army's role in national security; and providing professional education and information programs.

Membership Categories/Subscription Fees/Number of Members. Ordinary/USD\$12-38 (1 year) USD\$60-103 (3 years)/UTBD. Life/USD\$525-250/UTBD. Corporate/USD\$150+ (1 year) USD\$405+ (3 years)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Mentoring. Social. Advocacy. Professional development and education programs. Family programs. Discounted purchasing. Numerous publications including magazine and newsletters. Conferences, symposia and exhibitions.

WWW Site. <http://www.ausa.org/>

The Marine Corps Association (MCA)

Date Established. 1913.

Charter/Aim/Objects. To support the Marine Corps by disseminating knowledge of military art and science among Marines. To provide opportunities for professional development for Marines. To foster the spirit and preserve the traditions of the Marine Corps throughout the Marine Corps family.

Membership Categories/Subscription Fees/Number of Members. Ordinary/USD\$23-67 (1 year)/UTBD. Ordinary/USD\$42-123 (2 years)/UTBD. Ordinary/USD\$58-179 (3 years)/UTBD. Life/advice on application/UTBD. Number of member figures for each category not available but total membership is approximately 90,000.

Benefits Offered to Members and Activities. Information. Networking. Social. Advocacy. Professional development and education programs. Awards programs. Professional reading programs. Discounted purchasing. Magazines and newsletter.

WWW Site. <http://www.mca-marines.org/>

The Royal Artillery Association

Date Established. 1920.

Charter/Aim/Objects. The aim of the Regimental Association of the Royal Regiment of Artillery is to promote Gunner welfare and comradeship. It provides a network of branches throughout the country to look after the needs of Gunners and their families, especially those who fall on hard times and to provide opportunities for Gunners to meet to enjoy social events.

Membership Categories/Subscription Fees/Number of Members. Ordinary/GBP£UTBD (1 year)/UTBD. Life/GBP£UTBD (1 year)/UTBD. Honorary/GBP£UTBD (1 year)/UTBD. Associate/GBP£UTBD (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Advice. Networking. Social. Charitable fund.

WWW Site. <http://www.army.mod.uk/ra/gunnernet/index.htm>

The Royal Engineers Association

Date Established. 1912.

Charter/Aim/Objects. To maintain the objects of the Association by promoting and supporting the Corps, affording assistance to its members and their dependants, and making donations to Army charities. The aims of the Association may be interpreted to be:

1. To promote and support the Corps among members of the Association in the following ways by fostering esprit de corps and a spirit of comradeship and service, by maintaining an awareness of Corps traditions and by acting as a link between serving and retired members of the Corps.
2. To provide financial and other assistance to serving and former members of the Corps, their wives, widows and dependants who are in need through poverty.
3. To make grants, within Association guidelines, to the Army Benevolent Fund and to other charities which further the objectives of the Association.

Membership Categories/Subscription Fees/Number of Members. Ordinary/GBP£10-36 (1 year)/96,000.

Benefits Offered to Members and Activities. Information. Networking. Social. Advocacy. Benevolence fund. Newsletter.

WWW Site. <http://www.reahq.org.uk/>

The Royal British Legion

Date Established. 1921.

Charter/Aim/Objects. The Royal British Legion is the UK's leading charity providing financial, social and emotional support to millions who have served and are currently serving in the Armed Forces, and their dependants. Currently, nearly 10.5 million people are eligible for our support and we receive thousands of calls for help every year. Its objects are:

1. to relieve need and to further the education of beneficiaries and their spouses, children and dependants;
2. to relieve need and protect the mental and emotional health of the spouses, children and dependants left by those who have died in service;
3. to relieve suffering, hardship and distress to spouses and dependants caused by the absence of those serving in the Royal Navy, Army and Royal Air Force on Regular, Reserve or Auxiliary engagements; and
4. to promote and support schemes for the resettlement, rehabilitation, retraining and sheltered employment, of beneficiaries and their spouses, children and dependants.

Membership Categories/Subscription Fees/Number of Members. Ordinary/GBP£10.50-13.50 (1 year)/approximately 450,000. Life/nil/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Social. Advice. Advocacy. Welfare support. Discounted purchasing. Magazine.

WWW Site. <http://www.britishlegion.org.uk/>

The British Armed Forces Federation (BAFF)

Date Established. 2006.

Charter/Aim/Objects. The federation's mission shall be to represent, foster and promote the professional, welfare, and other legitimate interests of all members of the federation in their capacity as serving or retired personnel of the fighting services of the United Kingdom, and in so doing help to maximize operational efficiency and improve the retention of trained personnel. Within resources, the activities of the federation may include:

1. professional and career development by the provision of education and information;
2. liaison, monitoring and response to proposals or developments within the Services, in Parliament, in the provision of public services or in the commercial sector which have a specific impact on forces personnel;
3. appropriate advocacy and consultation to protect and improve the conditions of service life including pay, accommodation, medical and welfare services, resettlement and all other areas of personnel support;
4. appropriate support to personnel facing court martial or other legal proceedings in connection with their service (the federation will not normally comment on any specific case within the systems of military justice and administrative discipline); and
5. the negotiation for members of a range of insurance, financial and other benefits, discounts or affinity deals.

Membership Categories/Subscription Fees/Number of Members. Ordinary/GBP£UTBD (1 year)/UTBD. Ordinary (Reserve) /GBP£UTBD (1 year)/UTBD. Veteran/GBP£UTBD (1 year)/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Advice.

Advocacy.

WWW Site. <http://www.baff.org.uk/Home.html>

The Canadian Infantry Association

Date Established. 1912.

Charter/Aim/Objects. The objective of the Association is to promote and improve the esprit-de-corps and general efficiency of the Infantry Arm of the Canadian Armed Forces and to cooperate with other arms of the service for the promotion of general efficiency. Its objects are to promote the best interests of the Army by representing the Royal Canadian Infantry Corps through:

1. influencing public opinion and defence policy;
2. providing a forum for dialogue;
3. fostering esprit de corps; and
4. the CIA has influenced political, public and military affairs through the processes of resolutions, position papers and strategic lobbying.

Membership Categories/Subscription Fees/Number of Members.

Ordinary/CAD\$UTBD/UTBD.

Benefits Offered to Members and Activities.

WWW Site. <http://www.ducimus.com/>

The Royal Canadian Armoured Corps Association

Date Established. 1910.

Charter/Aim/Objects. For more than 90 years the RCAC Association has been a dynamic nation wide organization deeply involved in a wide spectrum of military and national issues. Established with the principal aim of furthering the cause and progress of the cavalry arm, the Association quickly expanded its horizons and has been regularly at the forefront in dealing with issues in all spheres of support to the Canadian military. Over the decades it has played a vital role in uniting and enhancing Canada's armour community. The Association serves as a vital link within the Corps between units, serving Regular and Reserve Force personnel, and the large body of retired individuals. Through its widespread national membership it provides effective contact and liaison with the public at large, with other arms and services, and with the larger defence community. Newsletters, bulletins, meetings, and conferences of varying scope enhance these links.

Membership Categories/Subscription Fees/Number of Members. Ordinary Lifetime/CAD\$100/UTBD.

Benefits Offered to Members and Activities. Information. Networking. Social.

WWW Site. <http://rcaca.org/includes/index.asp>

The Canadian Association of Veterans in United Nations Peacekeeping

Date Established. 1986.

Charter/Aim/Objects. An Association of retired and serving Canadian military (Regular and Reserve), RCMP and civilian personnel who have served on United Nations Peacekeeping Missions. The Association also welcomes those who have served on other peacekeeping missions in which the Government of Canada sanctioned participation. To constitute an Association for Canadians who served with the United Nations Peacekeeping forces:

1. To perpetuate the memories and deeds of our fallen comrades who lost their lives in defence of freedom;
2. To co-operate with other Veteran's Organizations having comparable aims and objects;
3. To foster unity and comradeship among its Members;
4. To establish Regional and Provincial bodies throughout Canada;
5. To donate to schools and public libraries, literature on Canada's participation in the United Nations Peace-keeping Forces;
6. To encourage, promote, engage in or support National, Provincial and Community services for charitable purposes;
7. To raise and co-ordinate funds for assisting those mentioned in the preceding paragraphs;
8. To do all such things as are incidental or conducive to the attainment of the above objects;

9. The Association shall be non-political and non-sectarian.

Membership Categories/Subscription Fees/Number of Members.

Ordinary/CAD\$15/UTBD. Associate/CAD\$15/UTBD. Honorary/nil/UTBD. All require a CAD\$30 initiation fee.

Benefits Offered to Members and Activities. Information. Advocacy.

WWW Site. <http://www.cavunp.org/>

The Conference of Defence Associations

Date Established. 1932.

Charter/Aim/Objects. The Conference of Defence Associations is the oldest and most influential advocacy group in Canada's defence community, representing thirty one associations from all parts of the country. It is a non-partisan, independent, non-profit organization. The CDA restricts its aim to one specific area - security and defence issues. The CDA expresses its ideas and opinions with a view to influencing government security and defence policy. CDA Objectives:

1. Consider the problems of national security;
2. Assist the Government of Canada in placing these problems before Canadians;
3. Co-ordinate the activities of member associations in matters of common interest affecting all Branches and Services of the Canadian Forces; and
4. Make recommendations to the Government of Canada through the Minister of National Defence, various Parliamentary Committees and other appropriate channels.

Promote the efficiency and well being of the Canadian Forces.

Membership Categories/Subscription Fees/Number of Members.

Ordinary/CAD\$UTBD/UTBD. Associate/CAD\$UTBD/UTBD.

Benefits Offered to Members and Activities. Information. Advocacy.

WWW Site. <http://www.cda-cdai.ca/english-frame.htm>

The Royal Canadian Legion

Date Established. 1926.

Charter/Aim/Objects. The Royal Canadian Legion is a non-profit, dues-supported, fraternal organization with approximately 1,600 branches in Canada, the United States, Germany and The Netherlands. The Legion receives no financial assistance from any outside agency and membership is open to all Canadian citizens and Commonwealth subjects who subscribe to the purposes and objects of the organization. From the time of its formation in 1926, the Legion has focused its efforts on the fight to secure adequate pensions and other well-earned benefits for veterans and their dependants. Acting as an advocacy agency on veterans' behalf, the Legion deals directly with the Federal Government to ensure ex-military personnel and their dependants are treated fairly. The Royal Canadian Legion has also assumed a major responsibility for perpetuating the tradition of Remembrance in Canada. Each year the Legion organizes and runs the National Poppy and Remembrance Campaign to remind Canadians of the tremendous debt we owe to the 117,000 men and women who have given their lives in the defence of Canada during two world wars, the Korean War and other military missions around the

world. Contributions made during the campaign are used to assist needy veterans, ex-service members and their families. The Legion also supports programs for seniors, particularly through direct community-level activities, the Legion Long term care Surveyor Program and a housing program. The Legion's Youth program provides scholarships and bursaries, sports programs and support to activities such as cadets, scouts and guides.

Membership Categories/Subscription Fees/Number of Members. Ordinary/CAD\$40-50 (1 year)/400,000. Associate. Affiliate Non-Voting.

Benefits Offered to Members and Activities. Information. Networking. Advice. Advocacy. Discounted Purchases. Bursaries. Scholarships. Benevolent Fund. Magazine. WWW Site. http://www.legion.ca/asp/docs/home/home_e.asp

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